

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

The hotel industry is considered to be a “people-oriented” service. As such, the manner in which employees carry themselves and provide services to customers are often the selling point that differentiates one business from another in the hotel industry. Go and Grovers (2000) found that when employees are properly fit in and aligned with the strategy and culture of a particular firm, the firm stands to gain a significant competitive advantage. In relation to this, Varela and Garcia (2006) assert that customer satisfaction and service quality are very much dependent on employee attitude and behaviour. Bearing this in mind, it is often beneficial for hotel managers to be concerned with the well being and general happiness of their employees at work towards improving the quality of service provided and ultimately increases revenue (Lam et al., 2001).

Meanwhile Onsøyen et al. (2009) refer to the importance of frontline employees and describe their interaction with the organizations’ customers as “the core activity”. The quality of service enjoyed by customers rests largely on the shoulder of frontline employees, who are also tasked with establishing lasting relationships with customers. Furthermore, Lashley (2008) asserts the importance of frontline employees by stating that the attitudes and behaviours of frontline employees determine how customers perceive the quality of a given service.

There are many studies that have indicated that the employees and managers in the hospitality industry often experience higher levels of work stress than workers in other service field due to direct contact with customers (Carson, 1989; Vallen, 1993). Therefore, it is very challenging for hotel industry to maintain high staff morale and motivation in order to provide quality service especially with the

frontline employees who have been working for a long time. Lazarus (1993) asserts that stress at the workplace is a common and often complex phenomenon. Villanueva and Djurkovic (2009) add that although considered a common problem, failure to manage stress at the workplace in an effective manner will inevitably impact organizations negatively due to its contribution to voluntary employee turnover.

The high turnover rate among employees in the hospitality industry has been shown to be costly and is averaged to range from between \$3,000 to \$10,000 per hour for regular employees, whereas the costs involved with regards to managerial employees were over \$50,000 (Hinkin and Tracey, 2000; Simons and Hinkin, 2001; Wildes, 2007). However, aside of monetary costs, the loss of productivity has been deemed as the largest cost of employee turnover (Hinkin and Tracey, 2000).

Rowley and Purcell (2001) assert that the practice of replacing experienced employees with inexperienced ones pose a threat to productivity and disrupts the flow of operations. Voluntary employee turnover obviously hinders a company's efforts to expand operations due to the fact that high turnover rates are costly. Thus, Cho et al. (2006) argue that retaining employees is of the utmost importance to organizations. It is a growing opinion that managers who base their organizational policies and managerial practices with the aim of retaining employees will have a significant advantage over their competition (Cho et al., 2006; Hinkin and Tracey, 2000). This is also supported by the notion that seasoned employees not only reduce organizational costs related to training new employees, but also are more productive, which will ultimately contribute to an increased organizational output and increased profits (Cho et al., 2006; Hinkin and Tracey, 2000).

Hinkin (2001) states that the effective design and implementation of measures to retain employees are self-sustaining considering that they contribute to a reduction

in costs related to turnover and result in increased productivity. This practice is substantiated by the success of several successful hospitality firms who have placed a strong focus on employee development and retention (Hinkin and Tracey, 2000).

According to Cho et al (2006) research since the mid 90s has focused on investigating the factors that contribute to employee retention instead of just concentrating on investigating on the reasons behind employees leaving an organization.

### **1.1 Problem Statement**

Several researchers have found that the hospitality industry reports high annual turnover rates, which can range between 32 percent to 300 percent (Cho et al., 2006). Researchers have investigated the issue of employee turnover rates with relation to the hospitality industry in a diverse selection of countries across the world (see Deery, 2008; Robinson and Barron, 2007; Chalkiti and Sigala, 2010; Chiang and Birtch, 2008; Poulston, 2008; Kim et al., 2010; Yang, 2010b; Tsai et al., 2009; Wong and Lin, 2007; Karatepe and Uludag, 2008; Martin et al., 2006; Cho et al., 2009, 2006; Moncarz et al., 2009). The general conclusion that can be drawn from the majority of these studies is that employee turnover in the hospitality industry is rampant and presents a significant managerial challenge in addressing the problem.

Chalkiti and Carson (2010) have identified four main factors that contribute to employee turnover among hotels in Australia's Northern Territory. The first factor identified is the individual concerns of employees, which include the possibility of being transferred to a different location and the rigors of maintaining close relationships with family and friends. The second factor identified is the role of conflicts within the organization. The third factor is the nature of hotel operations itself, which include but are not limited to low salary, poor benefits, and long

working hours. The fourth factor identified was cited as “the geographical remoteness and isolation” of hotels in the Northern Territory, which often resulted in the poor emotional state of employees. However, this factor is considered to be a factor specific to the area in question.

Much research in the past has been undertaken to understand the antecedents and consequences of turnover among employees (see Jung, H.S., Young, N., Yoon, H.H., 2010). Studies have shown that the most significant correlate of employee turnover is job satisfaction, which is seen as having a negative correlation with turnover intentions and a positive correlation with job retention.

An important predictor of job satisfaction that is being given due attention by organizations is career motivation (Gustafson, C.M. 2002). It is obvious that a sound understanding of the factors that motivate employees is required in efforts to increase job satisfaction and reduce turnover intention among employees.

Besides career motivation, another factor that has been cited to affect job satisfaction is emotional exhaustion (Hannah, et.al., 2006). Therefore Motivation to work and emotional exhaustion are important factors for employee productivity. The main management problems in hotels are caused by emotional exhaustion and unmotivated employees, that causes dissatisfied employees especially among tenured employees. Furthermore, the hotel industry is top of the list for a high rate of labour turnover. Therefore, understanding employees’ motivations for work and emotional exhaustion is challenging for managers in order to maintain satisfaction towards job and high quality employees within the organization and also continuing to provide excellent service for the customers.

## **1.2 Purpose of Study**

This study focuses on the effects of emotional exhaustion and work motivation of the frontline employees’ job outcomes which consists of job satisfaction, employee intention to leave. The model of the relationship was developed to demonstrate the

role of frontline employees in meeting the various needs and expectations of customers in hotels in Kuala Lumpur.

### **1.3 Importance of Study**

Sun, Aryee and Law (2007) opine that the negative impact employee turnover has on organisations is the reason behind the amount of attention being given to investigating employee turnover.

According to Chew, Girardi, and Entekin (2005), employee turnover not only involves monetary costs but also involves intangible costs to the organisation such as loss of skilled labour. The loss of investment in the form of training as well as lost expertise is among the examples of the costs related to employee turnover. Guthrie, J. (2001), have cited other intangible costs related to employee turnover. Among them include “hygiene factors” including work routinisation, low levels of job satisfaction, poor employee morale, low levels of commitment, and lack of career development, all of which affect employee productivity and ultimately affect the effectiveness and quality of hotel service standards. O’Neill (2010) asserts that the quality of service is likely to suffer when turnover increases considering the fact that valuable time and resources are used up to fill the voids left by employees leaving the organization. This is likely to affect the quality of customer service and ultimately level of customer satisfaction (Lynn, 2002).

### **1.4 Significance of Study**

The loss of employees with high potentials and skills is a source of growing concern in the hospitality industry. Although there is a substantial body of research that addresses the issues related with employee turnover, very few studies have provided empirical evidence in the examination of the relationships between career motivations, job satisfaction, and turnover intention among employees in the hotel industry (O’Neill, J.W., Xiao, Q., 2010.). Besides that, there is not much that is

known on employee emotional exhaustion and its relationship with job satisfaction in the context of the hotel industry. It would be of importance to fill such a void considering that success and quality of service provided by a hotel is largely dependent on employee attitudes and behaviours. This indicates that there is a need for research to investigate how to successfully retain good employees in the hotel industry. This need is further substantiated by the lack of theoretical and empirical evidence with relation to the matter in question in the context of the hospitality industry as well as the fact that antecedents and consequences of employee turnover may impact employee productivity and morale. Therefore the results:

1. Will enhance understanding of career motivations that influence employee turnover. By identifying dimensions of career motivations, this study points out what employees want to get from their jobs and how career motivations affect job satisfaction and turnover.
2. Despite the large volume of empirical research on turnover, few studies have linked employee characteristics to work-related consequences such as job satisfaction and turnover intention. In particular, emotional exhaustion as an essential employee trait will be explored this study. Considering the nature of the hotel and hospitality industry that leaves employees vulnerable to high level of stress that are thought to significantly contribute to decreasing job satisfaction and increasing turnover.
3. Employee attitudes and behaviours are essential to the quality of service and the success of hotel organizations. This would imply the need for research concerning how to successfully retain good employees in the hotel industry.

## **1.5 Research Questions**

1. What are the differences of the extent of turnover intention according to demographic?
2. Is there relationship between emotional exhaustion and turnover intention among frontline employees?
3. Is there relationship between emotional exhaustion and job satisfaction among frontline employees?
4. Is there relationship between career motivation and job satisfaction among frontline employees?
5. Is there relationship between career motivation and turnover intention among frontline employees?
6. Is there relationship between job satisfaction and employees intention to leave among frontline employees?

## **1.6 Research Objectives**

1. To compare differences of employees' turnover intention based on demographic.
2. To determine relationship between emotional Exhaustion and turnover intention.
3. To study the relationship of emotional exhaustion on job satisfaction among front line employee.
4. To identify relationship between career motivations and job satisfaction among frontline employees.
5. To study relationship between career motivations and turnover intention among frontline employees.
6. To examine the relationship between job satisfaction and turnover intention.

## **1.7 Definitions**

Career motivation: is explained as the willingness to exert high levels of effort toward career goals in order to satisfy some individual need (Robbins, 1993).

Emotional Exhaustion: is “the feeling of being emotionally overextended and exhausted by ones' work” (Maslach and Jackson, 1981).

Job satisfaction: is explained as an “employee’s state of emotion and affective responses to specific aspects of the job” (Williams and Hazer, 1986).

Turnover intention: refers to an individual’s estimated probability that they will leave an employing organization (Jawahar, 2006).



## **1.8 Organisation of the Study**

The research study has been organised into five main parts which are as per following:

Chapter 1: the introduction discusses the importance of this study, and it also looks into the research question that this study is going to unravel.

Chapter 2: focuses on the literature review on previous studies where the, motivation, emotional exhaustion, job satisfaction and turnover intention was studied in depth. This chapter presents the theories, previous studies on the construct.

Chapter 3: cover research methodology which elaborates future on the hypothesis formation, research methods and instruments used as well as sampling method and data analysis methodology used as well as research model.

Chapter 4: follows on to discuss in depth the descriptive statistic, data analysis, hypothesis testing as well as research results, Research finding also discussed in this chapter.

Chapter 5: concludes the entire research by looking at the limitation of this study the conclusion and recommendation made.

## CHAPTER 2

### REVIEW OF LITERATURE

#### **2.0 Introduction**

The hotel industry is described as representing the largest employment sector in the world's largest industries. According to Slåtten, Svensson and Sværi (2011), the main factor that contributes to the success of the hotel industry, which is seen as a labour intensive industry, is the effective motivation of hotel employees. Lynn (2002) opines that dealing with problematic customers is perhaps the most undesired occurrence for employees in the hospitality industry, which includes hotels, restaurants, and airlines.

Pool, S.W. (1997) explain that there are several factors that lead to the employees leaving the hospitality industry, which among others are the long working hours involved in the hospitality industry, low salary and poor benefits, a high level of stress brought about by the demanding rigors of working in a hotel, and conflicts with supervisors. Past literature shows that there are several issues related to the hotel industry, which include low salary, poor job security, insufficient training opportunities, limited opportunities for career development, and a high rate of turnover (Michael C.G, et. al, 2010). Besides the abovementioned, several researchers also cite issues such as odd working hours and large amounts of work as problems in the hospitality industry ( Murtonen, M,2008). Ledgerwood and Everett (1998) assert that this scenario leaves frontline employees vulnerable to emotional exhaustion, which is thought to be a main factor contributing to employee burnout.

## **2.1 Emotional Exhaustion**

Singh and Verbeke (2000) describe emotional exhaustion as a phenomenon that occurs when physical and mental fatigue are experienced when the resources available are not sufficient to meet the demands of the job and is thought to be associated with several physiological and mental-health outcomes and also a wide range of work-related attitudes and behaviours .

Maslach (1993) defines emotional exhaustion defines as a lack of energy and feeling emotionally drained due to excessive psychological demands. Tsutsumi and Kawakami (2004) add that emotional exhaustion is also related to a reduction in emotional resources and the feeling of frustration among employees.

Researchers conclude that emotional exhaustion is a precursor and often considered the first step of the 'burnout syndrome' (Zohar, D. 199). The further understanding of emotional exhaustion and methods to reduce its negative impact on workload and work-related pressure has been the focus of academicians and practitioners alike (Lee and Ross, 2005).

Emotional exhaustion negatively impacts both employees and their organizations (Beal, D. J., Trougakos, J. P., Weiss, H. M., and Green, S. G. 2006) and has been shown to negatively impact job attitudes and behaviours as well (Maslach and Jackson, 1981). This and the fact that emotional exhaustion is linked with employee turnover have prompted managers to pay attention to this phenomenon (Greenberg et al., 2007).

According to Beal, Trougakos, Weiss, and Green (2006), the negative effects of emotional exhaustion are obvious especially among frontline employees who regularly interact with customers. They also opine that excessive interaction of this type may be detrimental to the employees' mental and physical wellbeing. Greenberg (2007) explain that emotional exhaustion among service employees often if not always results in poor job attitudes and may translate into low levels

of customer satisfaction if detected by customers. In addition, organizational deviance, which is another undesirable product of emotional exhaustion, occurs when an employee intentionally violates organizational norms, thus threatening the image or running of the organization (Weiss and Green, 2006).

According to Burishch (2002), deviances in this context also cover other behaviours such as that contradict organizational values and jeopardise organisational output, such as not working to the best of their abilities and insubordination. Due to its significant impact on organizational output and performance, organizational deviance has also been given due attention by researchers (Lee and Ross, 2005). The attention given to investigate these negative work-related behaviours are important considering that frustrated employees may react to their dissatisfaction by purposely going against the norms practiced by an organization and withholding efforts, which will inevitably result in organizational inefficiencies.

## **2.2 Career Motivation**

According to Gary and Latham (2006), work motivation is explained as the psychological process that is produced by an employee's interaction with his or her environment, which affects his or her choices, effort, and persistence. It is also seen as a set of energetic forces originating from the employee as an individual.

Considering that well-motivated employees are among the building blocks for successful organizations, psychologists have been endeavouring to understand employee work motivation from the early 20<sup>th</sup> century (Ellen et al. 2000).

Work motivation, which has originally been viewed from an individual needs perspective (salary, personal development), is now investigated from the perspective of social factors, which include the presence of a supporting environment. According to Ellen et al. (2007), team and organisational

wellbeing are crucial in coaxing employees to fulfil their potentials and working to the best of their abilities for the company.

Traditionally, employees were thought to be motivated solely by salary. However, recent findings and theories indicate that financial reward is not the exclusive factor contributing to employee motivation (Elisa et al., 2009). Among the factors that have been investigated lately are related to personal needs, feedback, social identity, or group working (Wood, 2000). Earlier theories give due focus on a host of factors based on the individual hierarchy of needs, including needs for security, existence, self-actualisation, and achievement (Elisa et al., 2009).

Recent theories, however, pay a larger emphasis on societal roles, the roles of the workplace communities and teams. Cognitive aspects have also been cited as an important factor for motivation, as illustrated in Greenhalgh and Lawrence (1988) idea of flow, which advocates immersion in a task, which will result in a high motivation to work. More recent theories related to the efficiency of working life focus more on the role of working in teams or groups.

### **2.2.1 Theories of Human Needs**

Needs are explained as the wants or motives of an individual that serve to drive him or her towards a particular action or pursuit of a goal. Alderfer (1969, 1972) reformulated the earlier work of Maslow (1943) further refine the existing categorization, while also incorporating organizational settings into the conceptualization to facilitate the investigation of work motivation. Alderfer (1969, 1972) proposed three categories that are arranged from low to high, which consist of the categories existence, relatedness, and growth (also known as the ERG needs).

According to this view, an individual may attempt to seek the satisfaction of higher-tiered needs only when lower-tiered needs are satisfied. Needs in the 'Existence' tier include an individual's concerns about factors such as salary and benefits.

Needs in the 'Relatedness' tier includes the motivation and desire to receive respect and love from significant other. At this level, the individual's needs are met through social processes such as the sharing of thoughts and positive influences. Finally, needs in the 'Growth' tier include an individual's needs for career development.

These needs motivate an individual to pursue professional success. Latham and Pinder (2005) explain that the needs-based theories include work motivations and explain why a person must act in a working environment. As such, the ERG needs may provide a beneficial conceptualization of what motivates employees. However, this perspective has received its share of criticism for neglecting cultural, organizational, and interpersonal contexts related to employees and their desire to fulfil their needs (Latham, G.P. 2001).

### **2.2.2 Equity Theory**

According to Adams (1963), the equity theory places an emphasis on the consequences of reward allocation arising from the process of social exchange. Based on Adams' (1963) explanation, an equitable reward system is one that compensates an individual based on his or her level of contribution or input. This is then followed by the process whereby the individual compares his or her reward to a selected referent. If the individual deems that the situation is unfair or inequitable, it is assumed that the individual will be motivated to restore equity (Adams, 1965). This theory is considered as a prominent theory in motivation literature (Adams, 1963, 1965; Campbell and Pritchard, 1976; Walster, *et al.*, 1978). It has also been associated with several organisational outcomes such as turnover (Porter and Steers, 1973) and pay satisfaction (Dittrich and Carrell, 1979).

### **2.2.3 Goal Theory and Feedback Theory**

Efforts to understand motivational theory during the 80s paid much attention to the role played by goal-setting (Latham and Locke, 1990). The goal-setting theory posits that individuals are more likely to feel motivated if they are enticed by specific goals, such as a monthly sales target to achieve. Lock and Latham (1990) found that many studies have supported the notion that individuals perform at more optimum levels when they are guided by specific goals, which they had a hand in developing. However, like many other theories, studies based on this theory have largely been conducted in the United States, with very few studies being conducted outside of the USA (Erez, 1986).

Goals and feedback are important to provide direction to an employee. The main distinction between the two is that a goal is determined before the behaviour or action takes place whereas feedback is provided after. An employee may obtain necessary feedback from the task itself or via a third party such as a supervisor or colleague (Lawler, 1973). Several studies have that feedback and work motivation are positively correlated (e.g., Asford, 1986; Bandura & Cervone, 1983; Taylor, 1984).

Holt (1993) developed further on this theory and categorized motivation into two separate types: extrinsic and intrinsic. Tangible factors such as salary and job security were classified as extrinsic motivations, whereas intrinsic motivations included intangible aspects such as achievement and self-esteem (Herzberg, Mausner, & Snyderman, 1959).

### **2.3 Intrinsic Motivation**

As mentioned earlier, intrinsic motivation involves intangible aspects. In this context, they include working smarter, *opportunities for advancement and development*, (Thomas and Velthouse, 1990), *interesting work, appreciation* (Berlyne, 1960; Hunt, 1965; White, 1959), *the feeling of being involved*, making

better choices about the approach to use (Sujan, 1986; Weitz et al., 1986), and creativity at work (Amabile, 1997). Intrinsic motivation has been found to exhibit a positive correlation with several factors such as job satisfaction, cooperation, and several other performance related outcomes (Oliver and Anderson, 1994).

### **2.3.1 Interesting Work**

Interesting work refers to having a challenging job with a variety of duties. The way an individual feels about his or her job can affect job satisfaction. According to Greenberg, Ashton-James and Ashkanasy (2007) people tend to do their best job when something about the work involves their interest and stimulates their desire to do it well.

### **2.3.2 Job Involvement**

Work as a central life interest views job involvement as a multidimensional construct that assessed the extent where a work situation is perceived as important to an individual's identity and as a central component in the individual's life. This attitude arises from the individuals' work due to the opportunity presented to them to satisfy their needs (Rotenberry and Moberg, 2007). Under this view, an individual perceives his or her job as the main source of need satisfaction as opposed to other activities that are not job-related (Rotenberry and Moberg, 2007). Active participation in the job conceptualizes job involvement as "the degree to which an employee is participating in his or her job and meeting such needs as prestige and autonomy" (Diefendorff et al. 2002). Based on the conceptualization above, job involvement is dependent on "the extent to which an individual seeks some self-expression and actualization in his work" or on "the opportunity to make job decisions, the feeling of contribution to a success, the chance to set one's own work pace and self determination" (Abraham Carmeli, 2005).



The third approach where performance is seen as an important contributing factor to self-esteem, considers job involvement as central to self-esteem (Peter E. Mudrack, 2004). For example, under this conceptualization, job involvement is explained as the extent to which the employees perceive their job performance as important to their sense of worth (Steven, Elias and Rakesh, 2011).

### **2.3.3 Opportunities for Advancement and Development**

Individuals or employees constantly seek for opportunities to enhance their knowledge and skills to suit the requirements of their jobs, but at the same time feel a need to maintain interaction with superiors and peers alike in an attempt to satisfy their social support needs (Ashly H. Pinnington, 2011).

Often, rewarding experiences derived from work-related activities are the basis of intrinsic motivation (Deci, 1975; Deci and Ryan, 1985; Thomas and Tymon, 1997; Thomas and Velthouse, 1990). According to Thomas and Tymon (1997), these 'rewarding' experiences are meant to get individuals excited and create an atmosphere of being involved, committed, and energized by their work (Thomas and Tymon, 1997). Intrinsic motivation essentially involves passion and positive feelings individuals experience from their work. As such, the development of intrinsic motivation may assist in the creation of positive feelings and experiences. According to Thomas (2000), an activity is said to be intrinsically motivated if external rewards are absent.

### **2.4 Extrinsic Motivation**

Bernston et al. (2006) explains extrinsic motivation as situations where individuals engage in certain behaviour due to external incentives such as salary and position. Several studies have investigated the effects of extrinsic motivators on employee attitudes. For instance, Chang (2003) found that money is a significant motivator of performance.

### **2.4.1 Good Wages**

Economic gain is one of the most important factors to motivate Employees (Rice, Phillips, & McFarlin, 2005; Taylor, 2007). Grham and Kwok (1987) Concluded that financial reward was the primary motivator for Hong Kong employees, and Luk and Arnold (1989) supported their conclusion. However, the relationship between pay grade and satisfaction with one's pay grade may be more complicated (Robert & Chonko, 1996), because an employee's satisfaction with his/her pay grade also depends on the fair level as perceived by the employee in addition to the absolute level of income (Lawler, 1971). Researchers have also found that the perceived pay equity also affected turnover via pay satisfaction (Summers and Hendrix, 1991).

### **2.4.2 Job Security**

Job security is also one of the factors that helps predict job satisfaction and motivate employees (Darwish and Yousef, 1998). The sense of job insecurity has increased among employees in response to the practice of downsizing, which has become commonplace in the wake of ambiguous economic conditions and the advancement of information technology in the last decade (Richard C., and Warren, 1996). Job insecurity is explained as "employees' negative reactions to the changes concerning their jobs." (Sverke and Hellgren, 2002). It includes the possibility of losing a job as well as the possibility of deteriorating employment relationships such as a demotion or lack of career advancement opportunities (Gélinas, 2006).

## **2.5 Job Satisfaction**

Job satisfaction refers to “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”. DeConinck and Stilwell (2004) found that job satisfaction and turnover intentions were negatively correlated. Other research (see Dormann, C., Zapf, D., 2001) show that expectations prior to employment, how employees perceive their job, the quality of leadership, and age also are predictors of job satisfaction. Job satisfaction is generally described as how workers feel towards their jobs. According to Ko (2012), job satisfaction is also considered as a an attitudinal measure of how workers relate their expectations with regards to past events and rewards to that of their current impressions of their job. The measurement of job satisfaction encompasses both intrinsic and extrinsic satisfaction, both of which have been explained earlier.

Some researchers have also pointed out that job satisfaction is also largely affected by the level of identification with current business ethics and resulting behaviours shown by employees (Pettijohn et al., 2008). According to Frye and Mount. (2007), a high level of job selection satisfaction may enhance the development of career confidence, which will ultimately contribute positively to work emotion and attitude. In addition, Kalliath and Morris (2002) has pointed out that career satisfaction has been given much attention due to its influence on both individuals and job satisfaction.

Frye and Mount. (2007) opine that job satisfaction is a positive emotional state derived when one evaluates his or her job or experiences related to the job in question.

## **2.6 Turnover**

In simple terms, the term turnover in this context refers to the instance where an employee leaves his or her position in a company after holding that position or being a member of the organization for a certain amount of time. Keaveney (1992) points out that a turnover happens when an employee discontinues his or her relationship with the employing organization. According to Michael and Davidson (2009), there are two types of turnovers: voluntary turnover and involuntary turnover.

Voluntary turnover is when the employee initiates the move to terminate the employer-employee relationship, while involuntary turnover is the direct opposite. Voluntary turnover is seen as a factor which leads to the loss of human capital and expertise in the part of the organization. There are three separate domains which constitute the study on employee turnover: causes and consequences of employee turnover, and workplace retention strategies.

Researchers have found that the issue of employee turnover has been given a considerable amount of attention among hotel managerial staff and researchers alike due to the monetary costs involved (Hinkin and Tracey, 2000; Pizam and Thornburg, 2000) as well as the indirect costs (lost expertise, disruption in operations, and low output) associated with employee turnover.

According to Racz (2000), only 15-30% of the total cost involved in employee turnover is attributed to the direct cost, whereas the bulk of the cost is made up of hidden costs, which may include customer dissatisfaction or other consequences of defection by unsatisfied employees before they leave. The hotel industry is plagued by high levels of employee turnover and it has come to be seen as a serious problem (Hinkin and Tracey, 2000).

According to Beak et al. (2006), the predictors of turnover can be classified into three main categories: (1) work-related factors; (2) personal factors; and (3) external factors. Work-related factors, which include salary and job satisfaction, are

the most studied due to their pronounced effects on turnover among employees (Kim, W., Leong, J. and Lee, Y. 2005). In fact, job satisfaction has been shown to be a significant predictor of turnover among employees in the hospitality and retail industries (Lambert, S.J. 1999).

Birdir (2002) opined that dissatisfaction brought about by factors such as the nature of work in the hotel industry (odd and long hours, low pay) is directly related to employee turnover.

Research also shows job satisfaction to effectively predict employee turnover intention and its related behaviours (Yao and Wang, 2006). On the other hand, Cho et al. (2009) opined that organizational commitment has a stronger effect on turnover and has been given more focus. Several personal factors have also been shown to contribute to employee turnover. Numerous researches indicate that demographic variables (e.g. age, education, gender, and job tenure) are important factors that can be considered in attempts to further understanding on employee turnover tendency (Locke, E.A., & Latham, G.P. (1990). For example, (Mowday, R.T., Porter, L.W., & Steer, R.M. 1982) suggest that employees from older age groups are less likely to exhibit turnover intention.

Other researchers such as Griffeth et al. (2000) found significant relationships albeit weak ones between demographic variables such as gender and age and employee turnover.

Several other studies on the other hand also show that among the factors contributing to employee turnover included: unfair management as perceived by the employee, inability to build positive working relationships with colleagues, regular changes in operational policy, inhumane or unfair management, and discrimination, lack of motivation, sabotage, negative feedback and unconstructive criticism. (Jen-Te Yang, Chin-Sheng Wan, Yi-Jui Fuc, 2012).

## **2.7 Emotional Exhaustion and Job Satisfaction**

According to Mulki et al. (2006), employees who experience emotional exhaustion are often those who exhibit symptoms such as the chronic feeling of helplessness, loss of self-esteem, and a general feeling of lack of accomplishment. Babakus et al. (1999) adds that this can result in a high level of anxiety when it comes time to go to work and may progress into frustration in response to their inability to feel enthusiastic and interested about their work. Furthermore, emotionally exhausted employees have been shown to have the tendency to develop negative attitudes towards customers, their organization, their job, and themselves (Cordes and Dougherty, 1993). Perhaps this might be the reason why emotionally exhausted employees tend to exhibit low levels of job satisfaction (Williams and Hazer, 1986).

Research has substantiated that emotional exhaustion and job satisfaction are negatively correlated (Lee and Ashforth, 1996).

## **2.8 Career Motivation and Job Satisfaction**

According to Gary and Latham (2006), several researchers have reached a conclusion that it is more appropriate to examine work motivation as being separate from job satisfaction to allow the precise identification of their antecedents as well as to facilitate efforts to improve understanding of the constructs. Herzberg (2003) developed the motivation-hygiene theory and identified two set of factors: intrinsic motivators (e.g. recognition of achievement) and hygiene factors which are usually extrinsic factors (e.g. salary).

Herzberg is under the impression that these motivators contribute to the satisfaction of an individual's need for self actualization, which results in job satisfaction (Maslow, 1954; Tietjen and Myers, 1998).

On the other hand, Porter and Lawler's (1968) expectancy theory argues that job satisfaction is largely influenced by a pay-for-performance system (Eby, Freeman, Rush and Lance, 1999). In support of this opinion, Fery (1997) discovered a

significant positive relationship between work motivation and job satisfaction. Several researchers have also found positive correlations between extrinsic motivations and job satisfaction (Kim, 2004).

On the other hand, the relationship between intrinsic motivation and job satisfaction is also supported by empirical evidence. For instance, Lu (1999) and Low et al. (2001) both reported a significant positive correlation between intrinsic motivation and job satisfaction among working adults.

## **2.9 Job Satisfaction and Turnover Intention**

When discussing the issue of turnover intention, very few factors have been discussed more than job satisfaction, which is recognized as a crucial factor in explaining the phenomena of turnover intention (Hwang and Kuo, 2006). Muchinsky and Tuttle (1979) in their meta-analysis of 39 studies found that all of the studies reported that job satisfaction was negatively correlated with turnover intention. This is further substantiated by other studies that have asserted the significant effect of job satisfaction on employee intention to leave the organization (Cho, Johanson, and Guchait, 2009).

The relationship between job satisfaction and turnover intentions in the specific context of the hospitality industry has also been substantiated by empirical evidence.

These studies have been conducted in several different settings and countries. For instance, a study investigating the job satisfaction among Chinese restaurant managers in Hong Kong conducted by Lam et al. (2001) found that there was a significant negative relationship between job satisfaction and turnover intention. They also found that among the factors that predicted overall job satisfaction were monetary rewards, a conducive working environment, and the nature of the job itself.

This is also supported by Ghiselli et al. (2001) who asserted that job satisfaction was significant in explaining the phenomena of turnover intention among food service managers. Karatepe and Uludag (2007) also reported similar conclusions in their study of frontline hotel employees. Separately, Aziz et al. (2007) found that satisfaction and monetary rewards contributed to lower employee turnover among fast food employees. Yang (2008) in a study of hotel employees in Taiwan discovered that job satisfaction was significantly related to affective commitment, which is assumed to be able to predict turnover intentions.

In a more recent study, Yang (2010) confirmed that job satisfaction and affective commitment are both capable of predicting turnover intentions. Based on the supporting literature, it can be assumed that employees who are satisfied with their jobs were more likely to remain with the organization as opposed to employees who are not satisfied with their job, who have been shown to most likely leave the organization.

### **2.10 Emotional Exhaustion and Turnover Intention**

There are several undesirable effects that result from the occurrence of emotional exhaustion and encompass direct effects such as poor job performance (Davidson, Timo, Ying Wang, 2010). Studies have shown emotional exhaustion to be significantly correlated with several work-related outcomes including voluntary turnover among employees (Maslach & Jackson, 1986; Wright & Cropanzano, 1998), job performance (Cropanzano et al., 2003) and turnover intentions (Yavas et al., 2008; Karatepe and Uludag, 2007).

### **2.11 Career Motivation and Turnover Intention**

Past research has reported a significant negative correlation between turnover intentions and intrinsic motivations (Kuvaas, 2004) and suggests that external motivation will appeal less to an individual if he or she finds a job exciting and



rewarding (Kim, 2004). Fery (1997) also found that a negative correlation between turnover and extrinsic motivations. Kim (2004) opines that extrinsic motivation can only be overlooked and be replaced by intrinsic motivation after work morale among employees has increased, leading to a sense of enjoyment in relation to their job. Working along this flow of thought, it is further argued by advocates of the self-determination theory that a pay-for-performance strategy may positively affect intrinsic motivation by providing support to the employee, which will then result in reduced turnover (Gagne and Deci, 2005; Deci and Ryan, 2008).

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

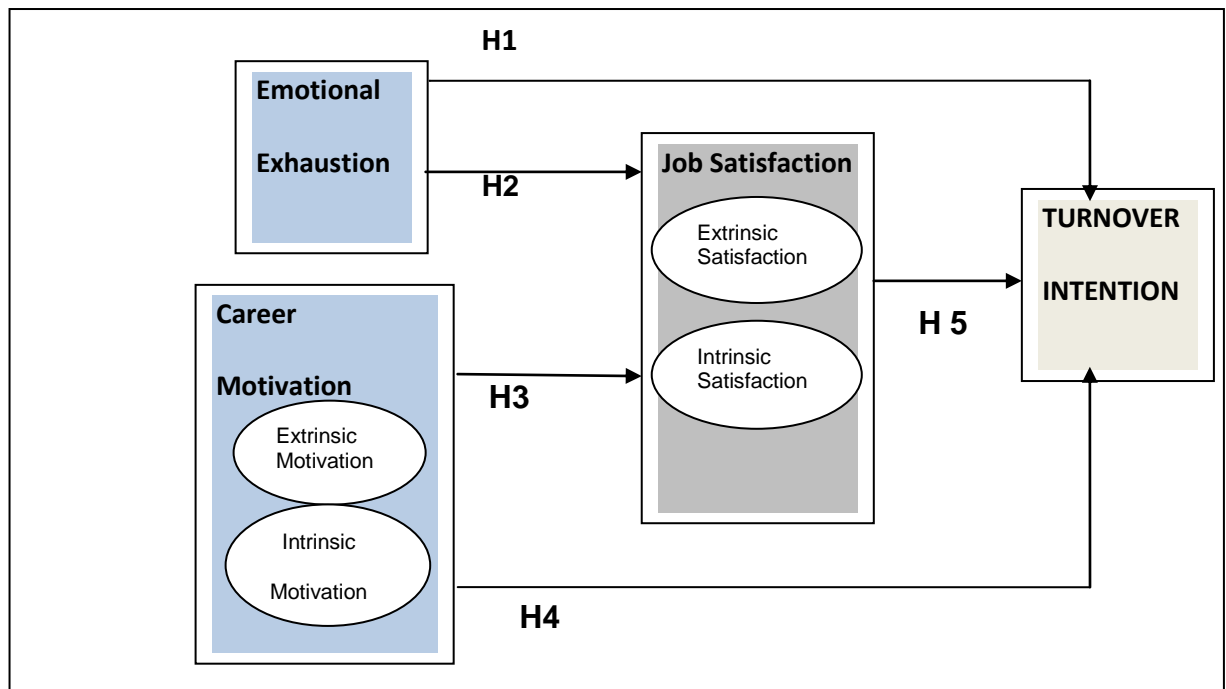
#### **3.0 Introduction**

This chapter describes overview the methodology and research design for this study and sampling technique. The data were collected by using survey method. The chapter also highlights the research instruments, the data collection process, the sampling process, and also elaborates on the statistical techniques used to analysis the data.

#### **3.1 Theoretical Framework**

Studies have indicated that job satisfaction is a powerful predictor of employee turnover (Berg, 1991; Mobley, 1977; Mobely, Griffeth, Hand, & Meglino, 1979; Price, 1977). Based on the widely used model of job satisfaction proposed by Brown and Peterson (1994), the framework of this study highlights the causal relationships between employees' individual differences (i.e., career motivations and emotional exhaustion) and work outcomes (i.e., job satisfaction and turnover intention) in the hotel industry. The theoretical framework is illustrated in figure 3.1 followed by hypothesis of the study.

**Figure 3.1: Theoretical Framework**



### 3.2 Hypothesis

Based on the Theoretical framework, the following hypotheses were developed.

**H1: The association between emotional exhaustion and turnover intention is positive.**

**H2: Emotional exhaustion is negatively related to employee job satisfaction.**

H2a) The association between emotional exhaustion and intrinsic job satisfaction is negative.

H2b) The association between emotional exhaustion and extrinsic job satisfaction is negative.

**H3: Career motivations are positively affected job satisfaction.**

H3a) The association between intrinsic motivation and intrinsic job satisfaction is positive.

H3b) The association between intrinsic motivation and extrinsic job satisfaction is positive.

H3c) The association between extrinsic motivation and intrinsic job satisfaction is positive.

H3d) The association between extrinsic motivation and extrinsic job satisfaction is positive.

**H4: Career motivation is negatively related to employee turnover intention.**

H4a) The association between intrinsic career motivation and employee turnover intention is negative.

H4b) The association between extrinsic career motivation and employee turnover intention is negative.

**H5: Employee's job satisfaction is negatively affected turnover intention.**

H5a) The association between intrinsic job satisfaction and turnover intention is negative.

H5b) The association between extrinsic job satisfaction and turnover intention is negative.

### **3.3 Research Design**

Appropriate research design relates the gathered data to research questions of the study (Yin,1994). In this research we use quantitative method by collecting data through questionnaire distribution. This is a quantitative research. While the data gathered, statistic software, SPSS, will used to analyze the collected data and this mentioned hypotheses.

### **3.4 Sampling Procedure**

Sampling offers the advantages that the data, being of more manageable extent than what could be collected from an entire population, is cheaper and faster to collect and process, and allows for a more controlled administration of questionnaires (May, 1993). This study target respondents were frontline employees who were working at 4 and 5 star hotels in Kuala Lumpur who were

working at the time the questionnaires was administered, and who were willing to complete a questionnaire.

This researcher used a nonprobability sample called “convenience sampling.” This was necessitated by the fact that there were no formal meetings where all the employees from a given location could be encountered and questioned at the same time.

### **3.5 Sample Size and Selection**

Based on Israel (1992), large sample size of 200 to 500 is needed for descriptive studies which are applying multiple regression and analysis of covariance. For this research, initial contact was made with the human resource department of several five and four stars hotels locations in the Kuala Lumpur area to get permission.

Questionnaires were administered only at hotels that the managements acknowledged willingness to participate in the study. The sampling frame consisted of totally 42 hotels, 21 four stars and 20 five stars, workers at participating locations. All of whom volunteered to complete the survey instrument.

Each participating hotel was asked to distribute one questionnaire to their employees, who worked in front office department (receptionist, and reservationist) and to the wait staff, e.g., waiter/waitress in the food and beverage department, and one questionnaire to guest room attendant in the housekeeping department.

### **3.6 Data Collection**

For the purpose of the study, the human resource managers of 4 and 5 star hotels in the region were contacted via email to explain to them the purpose of the study, as well as to request their permission to collect data from their employees.

However, some of the hotels that were approached were not willing to participate in the study. After discounting the hotels that refused participation, there were a total of 41 hotels in the location of the study, where 19 of them received questionnaires as distributed to their employees. Participants were given informed on the purpose of the study and how to answer the questionnaire.

The participants were also assured that their responses were confidential. The researcher distributed a total of 260 questioners where 256 questioners were returned. Meanwhile 25 of them were not completed thus 231 sets of questionnaires were analyzed in this study.

### **3.7 Instrumentation**

Questionnaire was used for this study. It was adopted from previous researchers.

The questionnaire method of survey research has several advantages, which include: (a) the economy of design; (b) the ability to collect data relatively swiftly; and (c) the ability to determine characteristics of a population from a small group of individuals (Sanders & Pinhey, 1983). The use of a questionnaire is efficient for both researcher and study participants, and is relatively inexpensive (Gay, 1976).

Questionnaire was developed including five sections; demographic questions, career motivation, emotional exhaustion, job satisfaction and turnover intention.

### **3.8 Statistical Measures**

#### **3.8.1 Emotional Exhaustion (EX)**

The emotional exhaustion was operationalized using eight (8) items from the Burnout Inventory (Maslach and Jackson, 1981) these items were used with other researchers who testify impact of emotional exhaustion on job satisfaction in hotel industry Shena (2012). (1) I feel emotionally drained from my work, (2) I feel used up at the end of the workday, (3) I feel fatigued when I get up in the morning and have to face another day on the job, (4) Working with people all day is really a

strain for me, (5) I feel burned out from my work, (6) I feel frustrated by my job, (7) I feel I am working too hard on my job, and (8) I feel like I am at the end of my rope.

### **3.8.2 Career Motivation (CM)**

It measured by using eleven items adapted from Jichul Jang (2008) who testify impact of career motivation on job satisfaction in hotel industry. (1) hotel recognition: Hotel recognition means a lot to me, (2) job itself: My job is valued to me, (3) personal development: Personal development opportunity in this hotel is important factors in keeping me, (4) job autonomy: I like to work here because I can schedule my own work and to make job-related decisions with a minimum supervision, (5) social interaction: Contacting with people is the most favourite part of my job, (6) pay: I do not work for money, (7) job security: Job security is important to me, (8) physical working conditions: I work here because of good physical working condition, (9) fringe benefits: The incentive bonus is important factor to improve my performance, (10) equity at work: I am often treated unfairly at work, (11) I like all comments on the quality of my work.

### **3.8.3 Job Satisfaction (JS)**

In line with Harris and Mosholder (1996), job satisfaction was measured by using seven items, adapted from the Michigan Organizational Assessment Questionnaire who testify job satisfaction on employees turnover intention ( cited , øgaard, 2006): (1) All in all I am satisfied with my job, (2) I am happy with the pay I have got, (3) I satisfied with the security my job provide categorize them as extrinsic factors and (4) I am happy with the opportunities to develop my friendships (5) Physical working condition here is only reason that makes me want quit this job, (6) I am satisfied with my freedom i have to do what i want.(7) I am satisfied with the formation I received from my supervisor about my job performance.

### **3.8.4 Turnover Intention (TI)**

The organization was measured with six items, adapted from Boshoff and Allen (2000) that they testified turnover intention in service industry. (1) I often think about leaving this hotel, (2) It would not take much to make me leave this hotel, (3) I will probably be looking for another job soon, (4) I do not care my absent record, (5) I do not see my future in this hotel, and (6) I think I am over qualified for this job.

Employee Characteristics Information was also obtained on employee characteristics, including position title, gender, full-time or part-time employment status, years with the organization and industry, level of education, and age. The data were measured using nominal and ordinal scales.

### **3.9 Scaling**

Respondents were asked to score each question and indicate their degrees of relative agreement level along a five-point, Likert-type scale: strongly disagree = 1; disagree = 2; neutral = 3; agree = 4; and strongly agree = 5. The likert Scale which was named after Rensis Likert is the level of agreement or disagreement is measured and usually five, seven or nine response levels are used (Dawes, 2008).it is the most common method for collecting data (Cooper, 2008).

### **3.10 Pilot Test**

Prior to administering the final questionnaire, a pilot test was conducted on hotel employees. Pilot test helps in insuring all appropriate variables are included in terms of content understanding, removing any unnecessary item along with any comments or suggestions. Overall 32 questioners distributed and all collected .The results that were suggested were only minor changes in the wording but overall, there were no critical issues reported. Table 3.1 showing the reliability (Cronbach's Alpha ) of factors in the pilot study.



**Table 3.1: Reliability**

Item	Cronbach's Alpha	Mean	Std. Deviation
Intrinsic Motivation	.761	26.37	3.53
Extrinsic Motivation	.732	8.28	1.75
Emotional Exhaustion	.917	26.75	4.72
Intrinsic Satisfaction	.849	12.00	2.56
Extrinsic Satisfaction	.758	8.81	1.87
Turnover Intention	.791	16.43	2.69

According to Cronbach and Shvelson (2004), the Cronbach's Alpha above 0.7 is considered to be reliable therefore; in pilot test all factors were reliable.

### **3.11 Data analysis Method**

The data collected for this study were analyzed using SPSS® statistical and data Management package 16.0. Descriptive features including frequencies, means with standard deviation, and percentage were analyzed first. To identify differences based on demography tension to leave variance ANOVA and t-test were performed. To examine the relationships motivations, emotional exhaustion, job satisfactions, and eventually turnover intentions, correlation and multiple regression analyses were conducted.

## CHAPTER 4

### RESULTS

#### 4.0 Introduction

This chapter presents the results of the statistical data analysis and hypothesis testing.

First, demographic information including respondent gender, age, and education, and marital status income, tenure in current job, employment status, and department is presented using descriptive statistics.

Secondly, an independent sample t-test was conducted to compare significant differences between 'gender' and 'marital status'. Next, analysis of variance (ANOVA) was utilized to test for significant differences according to demographic factors such as, age, and employment status and employment tenure against employees' tension to leave. Lastly, multiple regression analysis was utilized.

#### 4.1 Demographic Characteristics of Respondents

This study included 231 frontline employee participants, of which 101 (43.7%) are male and 130 (56.3%) are female (See Table 4.1). According to the results, the female employees slightly outnumbered their male counterparts (See Table 4.1).

With the regards to participants' marital status, the results indicate that the majority of the participants 49.8% (n= 115) are single/divorce/widow whereas 48.9% (n= 113) are married.

**Table 4.1: Descriptive Gender and Marital Status**

Factor	Sub-category	Number	Percent
Gender	Male	101	43.7%
	Female	130	56.3%
Marital Status	Single/ divorced/ widow	115	49.8%
	Married	113	48.9%

With regards to the age groups, 48.9 % (n= 113) were between 21 and 30, 18.2% (n= 42) are 20 years old or younger, 16.9 % (n= 39) were between 41 and 50 years old, 11.7 % (n= 27) are participants between 31-40 years old and the smallest percentage 4.3 % (n= 10) of the participants are 51 years old or older (Table 4.2).

**Table 4.2: Descriptive Age**

Factor	Sub-Category	Number	Percent
Age	20 and Less	42	18.2%
	21-30	113	48.9%
	31-40	27	11.7%
	41- 50	39	16.9%
	51 and more	10	4.3%

With regards to educational level, participants are asked to indicate their highest educational level (No degree, primary school, high school, vocational school and college/university degree). The data shows that the majority of the participants have a college/university education level (n= 117, 50.6%) followed by High school (n= 80, 34.6%), vocational school (n= 19, 8.2%), no degree/ never attend to school (n= 10, 4.3%). Respondents who cited having primary school level of education made up the smallest number (n= 5, 2.2%) (See table 4.3).

**Table 4.3: Descriptive Education**

Factor	Sub-Category	Number	Percent
Education	No degree/ never attend school	10	4.3%
	Primary school	5	2.2%
	High school	80	34.6%
	Vocational school	19	8.2%
	College/ university	117	50.6%

As for the income of the participants, the results reveal 37.2% (n= 86) of the participants have incomes of between RM1000 and RM 2000, 29.9% (n= 69) have more than RM3000, followed by 21.2% (n= 49) with incomes of less than RM1000,

while 11.7 % (n= 27) were found to have incomes of between RM2001 and RM3000 (Table 4.4).

**Table 4.4: Descriptive Income**

Factor	Sub- Category	Number	Percent
Income (per month)	<RM1000	49	21.2%
	RM1000- 2000	86	37.2%
	RM2001- 3000	27	11.7%
	>RM3000	69	29.9%

Of the 231 participants, 87.9% (n= 203) were full time employee followed by 10.8% (n= 25) part time employees, 1.3% (n=3) of the participants had more than one job.

**Table 4.5: Descriptive Employment Status**

Factor	Sub-Category	Number	Percent
Employment Status	Full time	203	87.9%
	Part time	25	10.8%
	More than one job	3	1.3%

With regards to the participants' length of service, 45.5% (n=105) of the respondents have worked less than one year, while 25% (n=59) of them have been employed for between 1 and 3 years. 13.4% (n= 31) of the respondents have been employed for between 4 and 6 years and 10.4% (n=24) of them been there more than 10 year. Finally, 5.2% (n=12) of them have been employed for between 7 and 9 years (Table 4.6).

**Table 4.6: Descriptive length of time in current Job**

Factor	Sub-Category	Number	Percent
Length	<1 year	105	45.5%
	1- 3 years	59	25.5%
	4- 6 years	31	13.4%
	7- 9 years	12	5.2%
	10 years and above	24	10.4%

Lastly, with regards to the departments of the respondents involved, the largest group of respondents were made up of front office employees at 59.7% (n= 138) followed by food and beverage 23.4% ( n = 54) and the housekeeping department 16.9% ( n=39).

**Table 4.7: Descriptive Employee Departments**

Factor	Sub-Category	Number	Percent
Department	Front office	138	59.7%
	Housekeeping	39	16.9%
	Food and Beverage	54	23.4%

#### 4.2 Normality Test

The assumption of normality is a prerequisite for many inferential statistical techniques (Coake and Steed, 2007). The Skewness for all the variables within the range -0.5 to +0.5 and Kurtosis' between -1 to +1 as provided by Hair et al. (1998) are considered to be normal.

The normality test such as Skewness and Kurtosis, histogram were performed. The Skewness value is an indicator of the summery of distribution. According to the pervious explanation, the range between -0.5 and +0.5 are considered to be normal distribution. All the variables range between -0.5 and +0.5 with the expected turnover intention with the value of 0.558 in the range as the results shown in Table 4.8 and all kurtosis values are within the range of -1 to +1. Thus, data distribution for the sample is considered normal. The histogram in the Appendix shows that the distribution is considered normal. After the distribution has been considered normal, parametric test could be performed.

**Table 4.8 Skewness and Kurtosis**

Item		Statistic	Std. Error
Emotional Exhaustion	Mean	2.6657	.03815
	Std. Deviation	.57985	
	<b>Skewness</b>	<b>-.242</b>	<b>.160</b>
	<b>Kurtosis</b>	<b>.652</b>	<b>.319</b>
Turnover Intention	Mean	2.5766	.03327
	Std. Deviation	.50559	
	<b>Skewness</b>	<b>.558</b>	<b>.160</b>
	<b>Kurtosis</b>	<b>-.016</b>	<b>.319</b>
Career Motivation	Mean	3.3842	.02121
	Std. Deviation	.32235	
	<b>Skewness</b>	<b>.081</b>	<b>.160</b>
	<b>Kurtosis</b>	<b>-.846</b>	<b>.319</b>
Job Satisfaction	Mean	3.3162	.04080
	Std. Deviation	.62004	
	<b>Skewness</b>	<b>.078</b>	<b>.160</b>
	<b>Kurtosis</b>	<b>-.160</b>	<b>.319</b>

**4.3 Reliability / Descriptive statistic**

Reliability is frequently defined as the degree of consistency of a measurement (Babbie, 2001). In other words, the internal consistency of a set of measurement items refers to the degree to which items in the set are homogeneous .As

illustrated in Table 4.9, all of the constructs are reliable and their Cronbach's Alpha are greater than 0.6 expected meanwhile turnover intention the Cronbach was less than 0.6 Therefore, one of the items was removed to improve the reliability (please see Appendix A). It has been stated that Cronbach alpha >0.6 is considered acceptable and a Cronbach alpha value greater than 0.7 is excellent recommended by Nunnally (1994).

Descriptive analysis revealed that intrinsic career motivation received the highest rank (mean= 3.58, sd= 0.46) among the other dimensions while the value for Cronbach's Alpha is 0.6 which is acceptable. Turnover intention showed the lowest rank (mean=2.57, sd= 0.50) with a Cronach's Alpha value of 0.662.

**Table 4.9: Results of the Reliability and descriptive analysis**

Item	Cronbach's Alpha	Mean	Std. Deviation
Intrinsic career motivation	0.695	3.58	0.46
Extrinsic career motivation	0.637	3.19	0.41
Intrinsic Job satisfaction	0.844	3.40	0.66
Extrinsic job satisfaction	0.766	3.22	0.66
Emotional exhaustion	0.889	2.66	0.57
Turnover Intention	0.662	2.57	0.50

#### **4.4 An independent Sample t-test**

Research question 1: what are the differences of the extent turnover intention according to demographic?

An independent sample t-test was conducted in order to compare mean differences between gender groups and marital status toward turnover intention factor. The results revealed that gender groups did not show significant differences, meanwhile single/divorced/widowed participants (mean= 2.68) had highest preference toward turnover intention compare to the married participants (mean= 2.46) at p value < 0.05 significance level (Table 4.10).

**Table 4.10: Independent Samples t-test between Marital Statuses Group for Turnover Intention**

Turnover Intention	Marital status (mean <sup>1</sup> )		T	P value <sup>2</sup>
	Single /divorced/ widowed	Married		
Turnover Intention	2.68	2.46	3.196	0.002

Note: <sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree). <sup>2</sup>The result is significant at  $p < 0.05$

#### 4.5 On-Way ANOVA Test

A multiple mean comparison test was run to test the significant mean differences between age groups toward turnover intention factor. The results showed that the participants who were more than 51 years old (mean= 1.96) had significantly ( $F = 6.75$ ,  $P \text{ value} = 0.001$ ) low mean preference towards turnover intention as compared to respondents from other age groups (Please see table 4.11). In addition, participants who were less than 20 years of age showed a higher preference toward turnover intention, in contrary to the participants who were 41-50 years old (mean= 2.45).

**Table 4.11: ANOVA Results for Age Groups toward Turnover Intention**

Variables	Age mean <sup>1</sup>					F	P value <sup>2</sup>
	<20	21- 30	31-40	41- 50	> 51		
Turnover Intention <sup>3</sup>	2.78	2.58	2.62	2.45	1.96	6.75	0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc test.

The table below which is based on the One- Way ANOVA test shows the differences between mean employees education level towards turnover intention and it indicated that employees with vocational school degrees (mean= 2.81) had significant ( $F = 10.05$ ,  $P \text{ value} = 0.001$ ) high mean preference towards turnover intention, while employees with no degree or who have never attend school had the lowest (mean=2.30) preference for turnover intention compared with



respondents with other education qualifications (Please see Table 4.12). In addition, college/university graduates (mean=2.41) had significantly low preference towards turnover intention compare to those who only attended vocational school with (mean =2.81) score and high school with (mean= 2.79).

**Table 4.12: ANOVA Results for Education Groups toward Turnover Intention**

Variables	Age (mean value <sup>1</sup> )					F	P value <sup>2</sup>
	no degree/ never attend school	primary school	High school	Vocation al school	college/ university		
Turnover Intention <sup>3</sup>	2.30	2.56	2.79	2.81	2.41	10.0 53	- 0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc test.

The results also showed that there were significant differences between the means of the responses according to income level. Statistically significant differences, (the significance is less than 0.05) based on income level were found for the following (F = 9.43, P= 0.001), as presented in Table 4.13 where employees with lower income of less than RM1000 had the higher mean of turnover intention (mean =2.82) and employees with income higher than RM3000 per month had lower mean towards turnover intention with (mean = 2.36) as shown in Table 4.13.

**Table 4.13: ANOVA Results for Income per months toward Turnover Intention**

Variables	Income per month (mean value <sup>1</sup> )				F	P value <sup>2</sup>
	<RM1000	RM1000- 2000	RM2001 -3000	>RM3000		
Turnover Intention <sup>3</sup>	2.82	2.62	2.52	2.36	9.43	- 0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc test.

As it can be seen from the table below, employees with 1 -3 years of experiences had a higher mean score in turnover intention (mean=2.74), and employees with 7 - 9 years experience had a lower mean score (mean=2.49). Statistically significant differences between groups based upon employment tenure were found for following (F = 9.43, P = 0.001) turnover intention as presented in Table 4.14.

**Table 4.14: ANOVA Results for Employment Tenure Group Differences toward Turnover Intention**

Variables	Employee Tenure (mean value <sup>1</sup> )					F	P value <sup>2</sup>
	<1 year	1-3 year	4-6 year	7-9 year	>10 year		
Turnover Intention <sup>3</sup>	2.60	2.74	2.21	2.46	2.56	9.43	0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc test.

As presented in Table 4.15, part-time employees had the higher mean scores (mean=3.03) into turn over intention and full time employees had the lower score (mean=2.51). Statistically significant (F=13.38, P=0.001) differences between groups based on employment status were found. There is also a significant difference between groups of part time and full time employees in terms of intention to leave.

**Table 4.15: ANOVA Results for Employment Status Group Differences toward Turnover Intention**

Variables	Employee status (mean value <sup>1</sup> )			F	P value <sup>2</sup>
	Full time	Part time	More than one job		
Turnover Intention <sup>3</sup>	2.51	3.03	2.86	13.38	0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc

As presented in Table 4.16, employees working in the housekeeping department had the higher mean scores (mean=2.83) into turnover intention and employees working in the frontline office had the lower score (mean=2.45).

**Table 4.16: ANOVA results for Employment Department Group Differences toward Turnover Intention**

Variables	Employee department (mean value <sup>1</sup> )			F	P value <sup>2</sup>
	Front line	House keeping	Food and beverage		
Turnover <sup>3</sup> Intention	2.45	2.83	2.69	11.49	0.001

Note:

<sup>1</sup>Cell entries are mean values based on 5 point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

<sup>2</sup>The raw mean with different superscript differ significantly at  $p < 0.05$

<sup>3</sup>Tukey was used for Post Hoc

#### 4.6 Correlation and Regression Test Result

The correlation analysis was run in order to investigate relationship between variables. Based on the results all relationships are significant at either 0.05 or 0.01 level of significant expect extrinsic career motivation and turnover Intention which are not significant. According to Cohen (1988) the correlation value below 0.3 indicates weak relationship and correlation between 0.3 and 0.49 indicates the moderate relationship and correlation values between 0.50 and 1.0 indicates the strong correlation between variables. Thus from output emotional exhaustion and intrinsic job satisfaction with values  $-.701$  strongest negatively and intrinsic career motivation and intrinsic job satisfaction has the strong positively correlation with value of  $+.663$  (Please see Appendix).

**H1: The association between emotional exhaustion and turnover intention is positive.**

The results shown in the table indicate that emotional exhaustion is positively correlated positively with turnover intention at significant level of  $p < 0.001$ .

In this part, regression was used to identify the relationships between emotional exhaustion as independent variable, employee turnover intention as the dependent variable. The Table 4.15 showed that the R Square is .169 which is low. The closer the R Square is to 1.0, the greater explanatory power of regression. Here, emotional exhaustion as the dependent variable explains only 16 percent of the variance in employees' turnover intention which is lower than the explanatory power of the regression equation.

The results of regression presented in Table 4.17 indicate that emotional exhaustion has a positive relationship with employee turnover intention ( $B = .358$ ,  $p = 0.00$ ).

**Table 4.17: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.411(a)	.169	.165	.46195	46.515	.000

Predictors: (Constant), Emotional Exhaustion  
Dependent Variable: Turnover Intention

**Table 4.18: Regression Analysis –Coefficients between Emotional exhaustion and Turnover intention**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	1.622	.143		11.317	.000
Emotional Exhaustion	.358	.053	.411	6.820	.000

Dependent Variable: Turnover Intention  
Significant at the 0.01 level (2-tailed)

Therefore the H1 is supported. There is the positive relationship between emotional exhaustion and employee tension to leave.

**H2: Emotional exhaustion is negatively related to employee job satisfaction.**

As it can be seen from the results, the R Square is .423 which is considered moderate. The independent variable only explains 42 percent of the variance in employees' job satisfaction, which is considered a moderate level of explanatory power of the regression equation.

The results of regression which are presented in Table 4.20 indicate that emotional exhaustion has a negative relationship with employee job satisfaction (B=-0.696, p<0.001). Therefore, H2 was supported.

**Table 4.19: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.651	.423	.421	.47193	186.02	.000

Predictors: (Constant), Emotional Exhaustion  
 Dependent Variable: Job Satisfaction

**Table 4.20: Multiple Regression Analysis –Coefficients between Emotional exhaustion and job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.171	.146		35.321	.000
Emotional Exhaustion	-.696	.054	-.651	-12.963	.000

Dependent Variable: Job satisfaction  
 Significant at the 0.01 level (2-tailed)

**H2a: The association between emotional exhaustion and intrinsic job satisfaction is negative.**

The results shown in Table 4.21 indicated that the R Square is .491 which is high and emotional exhaustion 49.1 percent of the variance in employees' intrinsic job satisfaction. This model is a significantly acceptable model with  $F = 221.237$ , ( $p < 0.001$ ). The Unstandardized B Coefficient indicates how each variable contributes to predict intrinsic job satisfaction. The larger B value shows the stronger contribution of the variables explaining intrinsic satisfaction. According to the results, emotional exhaustion has a negative relationship with intrinsic satisfaction ( $B = -.582$ ,  $p < 0.001$ ). The result support H2a.

**Table 4.21: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.701	.491	.489	.47826	221.237	.000

Predictors: (Constant), Emotional Exhaustion  
 Dependent Variable: intrinsic satisfaction

**Table 4.22: Regression Analysis –Coefficients between Emotional exhaustion and intrinsic job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	5.564	.148		37.476	.000
Emotional Exhaustion	-.582	.054	-.701	-14.874	.000

Dependent Variable: intrinsic job satisfaction  
 Significant at the 0.01 level (2-tailed)

**H2b: The association between emotional exhaustion and extrinsic job satisfaction is negative.**

The results below indicate that the R Square is .255 which is considered low. Emotional exhaustion makes up only 25 percent of the variance in employees' extrinsic job satisfaction. This model is a significantly acceptable model with  $F=78.30$ , ( $p < 0.001$ ). The results presented in Table 4.24 shows that emotional exhaustion and extrinsic job satisfaction have a negative relationship which is supported H2b. According to the results, emotional exhaustion has a negative relationship with extrinsic satisfaction ( $B= -.444$ ,  $p < 0.001$ ). The result supports H2b. Overall, we can conclude based on the results there is a negative relationship between emotional exhaustion and employee job satisfaction among frontline employees.

**Table 4.23: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.505	.255	.252	.57809	78.30	.000

Predictors: (Constant), Emotional Exhaustion  
 Dependent Variable: extrinsic job satisfaction

**Table 4.24: Regression Analysis –Coefficients between Emotional exhaustion and extrinsic job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	4.777	.179		26.641	.000
Emotional Exhaustion	-.444	.066	-.505	-8.849	.000

Dependent Variable: extrinsic job satisfaction  
 Significant at the 0.01 level (2-tailed)

**H3: Career motivation is positively affected job satisfaction.**

The results below indicate that career motivation only makes up 57 percent ( $R^2=.571$ ) of the variance in employees job satisfaction, which is high. This model is a significantly acceptable model with  $F= 45.74$ , ( $p <0.001$ ).The unstandardized B Coefficient indicates that there is a positive relationship between career motivation and job satisfaction ( $B=.785$ ,  $p<0.001$ ). The result supports H3 which is means that there is a positive relationship between career motivation and job satisfaction.

**Table 4.25: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
.408	.571	.533	.56731	45.74	.000

Predictors: (Constant), Career Motivation  
Dependent Variable: Job Satisfaction

**Table 4.26: Regression Analysis –Coefficients between career motivation and job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	.660	.394		1.673	
Career Motivation	.785	.116	.738	6.764	.000

Dependent Variable: Job Satisfaction  
Significant at the 0.01 level (2-tailed)



**H3a: The association between intrinsic motivation and intrinsic job satisfaction is positive.**

**H3c: The association between extrinsic motivation and intrinsic job satisfaction is positive.**

The summary of the model below indicates only 40.1 percent ( $R^2=.401$ ) of variance in employees intrinsic job satisfaction. This model is a significantly acceptable model with  $F= 153.46$ , ( $p<0.001$ ). Table 4.28 shows that intrinsic motivation has a positive relationship with intrinsic job satisfaction ( $B=.374$ ,  $p<0.001$ ). Extrinsic motivation also has positive relationship with intrinsic job satisfaction ( $B=.220$ ,  $p<0.001$ ). Therefore both H3a and H3c are accepted.

**Table 4.27: Multiple Regression Model Summary**

Model Summary					ANOVA	
Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
Intrinsic / Extrinsic motivation	.633	.401	.399	.51930	153.46	.000

Predictors: (Constant), Extrinsic, Intrinsic career motivation  
 Dependent Variable: intrinsic job satisfaction

**Table 4.28: Multiple Regression Analysis –Coefficients between extrinsic and intrinsic motivation and intrinsic job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
Extrinsic	.220	.072	.233	3.184	.000
Intrinsic	.374	.066	.413	5.388	.000

Dependent Variable: intrinsic job satisfaction  
 Significant at the 0.01 level (2-tailed)

**H3b: The association between intrinsic motivation and extrinsic job satisfaction is positive.**

**H3d: The association between extrinsic motivation and extrinsic job satisfaction is positive.**

Table 4.29 indicates that the model has a R Square value of .333 which is considered moderate in explaining the variance of employees' extrinsic job satisfaction and the model is significant at  $F=56.98$ , ( $P<0.001$ ). Table 4.30 shows that there is a positive relationship between extrinsic motivation and extrinsic job satisfaction ( $B=.472$ ,  $p<0.001$ ). There is also a positive relationship between intrinsic motivation and extrinsic job satisfaction ( $B=.249$ ,  $p<0.001$ ). Therefore, both hypotheses are accepted.

**Table 4.29: Multiple Regression Model Summary**

Model Summary					ANOVA	
Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
Intrinsic /Extrinsic motivation	.577	.333	.327	.55993	56.98	.000

Predictors: (Constant), Extrinsic, Intrinsic career motivation  
 Dependent Variable: extrinsic job satisfaction

**Table 4.30: Multiple Regression Analysis –Coefficients between extrinsic and intrinsic career motivation and extrinsic job satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
Extrinsic	.472	.040	.437	11.623	.000
Intrinsic	.249	.056	.340	9.928	.000

Dependent Variable: extrinsic job satisfaction  
 Significant at the 0.01 level (2-tailed)

**H 4: Career motivation is significant negatively related to employee turnover intention.**

Results shown in Table 4.31 indicate that the R Square is .279 and is considered low. Career motivation only makes up 27 percent of the variance in employees' turnover intention. This model is a significantly acceptable model with  $F = 88.72$ , ( $p < 0.001$ ). There is a negative relationship between career motivation and employee turnover intention ( $B = -.429$ ,  $p < 0.001$ ), thus it supports H5.

**Table 4.31: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.528	.279	.276	.43017	88.727	.000

Predictors: (Constant), Career Motivation  
 Dependent Variable: turn over intention

**Table 4.32: Regression Analysis –Coefficients between career motivation and turnover intention**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	5.382	.299		17.991	.000
Career motivation	-.429	.88	-.528	-9.420	.000

Dependent Variable: turnover intention  
 Significant at the 0.01 level (2-tailed)

**H4a: The association between intrinsic career motivation and employee turnover intention is negative.**

**H4b: The association between extrinsic career motivation and employee turnover intention is negative.**

The results shown in the table below indicate that extrinsic career motivation does not significantly affect employee turnover intention ( $p=0.087$ ) and the model is not significantly accept. Thus, H4b is rejected. Intrinsic career motivation with ( $B= -.579$ ,  $p<0.001$ ) the model is a significantly acceptable model with  $F= 151.15$ , ( $p<0.001$ ). The unstandardized B Coefficient indicates that there is a negative relationship between intrinsic career motivations. The results support H4a.

**Table 4.33: Multiple Regression Model Summary**

Model Summary					ANOVA	
Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
Intrinsic/ Extrinsic motivation	.634	.402	.397	.39326	76.752	.000

Predictors: (Constant), Extrinsic, Intrinsic career motivation  
 Dependent Variable: turnover intention

**Table 4.34: Multiple Regression Analysis –Coefficients between extrinsic and intrinsic career motivation and turnover intention**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
Extrinsic	-0.84	.258	-.113	-1.721	.087
Intrinsic	-.579	.056	-.631	-12.295	.000

Dependent Variable: turnover intention  
 Significant at the 0.01 level (2-tailed)

**H5: Employee’s job satisfaction is negatively affected turnover intention.**

The results shown in the table below indicate that job satisfaction makes up only 35 percent ( $R^2=.348$ ) of the variance in employee turnover intention which is considered as moderate. This model is a significantly acceptable model with  $F=122.70$ , ( $p < 0.001$ ). The unstandardized B Coefficient indicates there is a negative relationship between job satisfaction and turnover intention ( $B=-.481$ ,  $p < 0.001$ ). The result supports H5, which indicates that there is a negative relationship between job satisfaction and turnover intention.

**Table 4.35: Regression Model Summary**

Model Summary				ANOVA	
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.590	.348	.345	.40923	122.70	.000

Predictors: (Constant), job satisfaction  
 Dependent Variable: Turn over Intention

**Table 4.36: Regression Analysis Coefficients job satisfaction and turnover intention**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	4.171	.147		28.413	.000
Job satisfaction	-.481	.044	-.590	-11.049	.000

Dependent Variable: Turnover Intention  
 Significant at the 0.01 level (2-tailed)

**H5a: The association between intrinsic job satisfaction and turnover intention is negative.**

**H5b: The association between extrinsic job satisfaction and turnover intention is negative.**

Table 4.37 shows that the model is significant  $F= 67.417$ , ( $p<0.001$ ) where the model is significantly accepted and intrinsic job satisfaction negatively affects turnover intention ( $B=-.457$ ,  $p<0.001$ ). There is also a negative relationship between extrinsic job satisfaction and employee turnover intention ( $B=-.369$ ,  $p<0.001$ ). Thus, the results support H5a and H5b.

**Table 4.37: Multiple Regression Model Summary**

Model Summary					ANOVA	
Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
Intrinsic /Extrinsic job satisfaction	.610	.372	.366	.44206	67.417	.000

Predictors: (Constant), Extrinsic, Intrinsic job satisfaction  
 Dependent Variable: Turnover Intention

**Table e 4.38: Multiple Regression Analysis –Coefficients between extrinsic and intrinsic job satisfaction and turnover intention**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
intrinsic Job satisfaction	-.457	.040	-.605	-11.458	.000
Extrinsic Job satisfaction	-.369	.044	-.489	-8.477	.000

Dependent Variable: turnover intention  
 Significant at the 0.01 level (2-tailed)

## **CHAPTER 5**

### **CONCLUSION**

#### **5.0 Introduction**

This chapter presents the summary, discussion of the findings, theoretical implications of the hypotheses tested, the practical implications, and recommendations. Also the limitations of the study and suggestions for future research are presented. The main purpose of this study was to examine the motivation and emotional exhaustion effect on job outcomes: job satisfaction, and turnover intention, among frontline employees of hotels in Kuala Lumpur. The major findings are reported in Chapter 4.

#### **5.1 Discussion**

The following four research objectives among frontline employees were examined in this study.

- (1) To compare differences turnover intention between groups based on demographic variables.
- (2) To examine the relationship between emotional exhaustion and turnover intention.
- (3) To identify the relationship between emotional exhaustion and job satisfaction.
- (4) To examine the relationship between career motivation and job satisfaction.
- (5) To investigate the relationship between career motivation and turnover intention.
- (6) To examine the relationship between job satisfaction and turnover intention.

There are significant disparities with regard to the extent of employee perception in terms of career motivation, emotional exhaustion, job satisfaction, and turnover intention.

Among various demographic groups (i.e., age, gender, married status, employment status, and employment tenure). Gender does not show significant differences in influencing employees' turnover intention. Hotel employees the ages of over 51 so called Baby boomers low preference turnover to compare age below 20 called Generation Y, whom will be the new employees in workplace, have higher preference turnover intention. Responders with university/collage degree had low preference to turnover.

The findings of this study also are consistent with past work showing that employees holding frontline positions experienced a reduced level of emotional energy and were consequently less satisfied with their jobs (Babakus et.al, 1999). The study also supports several other studies that found the negative relationship between burnout and work satisfaction.

However, this suggests that employees may react differently to attitudinal measurement. Nonetheless, the study should focus upon expanding the measurement of these constructs while carefully matching the development of new items specifically toward hotel operating employee in order to enable accurate assessment hotel frontline employees' attitudes and perception their duties and work.

According to the dynamic, emotional fluctuation of human beings, and the differentiation of society and environment, many researchers reported that motivating factors may differ according to culture (McClelland, 1961; Hofstede, 1980; Boyacigiller & Adler, 1991; Fisher & Yuan, 1998). Emotional exhaustion has a negative effect on job satisfaction Thus Hypothesis 2 are supported. H2: There is a negative correlation between emotional exhaustion and job satisfaction among frontline employees.

These findings are consistent with the previous research that emotional exhaustion is one of the important factors examined to further understand the attitudes and behaviour of frontline employees engaged in working environments that are



susceptible to high levels of stress (Boles & Babin, 1996; Babakus, Cravens, Johnston, & Moncrief, 1999; Kalliath and Morris, 2002). Likewise, the concept of motivation has a positive effect on satisfaction. Thus Hypothesis 3 is supported (H3: Motivation is shown to be positively correlated to job satisfaction among frontline employees. Career motivations and intrinsic motivations both positively influence job satisfaction.

Employees that exhibit a strong intrinsic motivation tend to be satisfied with jobs which they perceive to be interesting and meaningful. On the other hand, employees exhibiting strong extrinsic motivation have the tendency to be satisfied with jobs offering attractive salaries. It is interesting to note that the study found a positive correlation between extrinsic motivation and intrinsic satisfaction. This study supports previous research that there is a significant link between motivation in the work place and job outcomes such as job satisfaction (Lee-Ross, 2005).

This study shows that there is a negative correlation between job satisfaction and turnover intention, which means that employees who are satisfied with their jobs have a lower probability of leaving their jobs. Also, the findings suggest that intrinsic job satisfaction has a higher reliability in predicting employee turnover as compared to extrinsic job satisfaction.

This is in contrary with the traditional belief among hotel managers who generally associated turnover with dissatisfaction with regards to pay. The findings of this study, however, indicate that intrinsic job satisfaction plays a greater role in predicting turnover intention among employees. This may advocate the importance of intrinsic job satisfaction among hotel managers as well as debunk the common assumption that turnover is solely motivated by pay and extrinsic motivations.

## **5.2 Recommendations for Hotel Managers**

The research purpose of this study was how to reduce employee turnover by increasing employees' job satisfaction. Given the huge costs related to turnover including lost productivity and hiring and training of employees, it is a pertinent issue to understand the causes of employee turnover. The findings of this study provide hotel managers with valuable information on how to address the problem of turnover intention among hotel employees, particularly frontline employees.

The findings suggest that the probability of an employee leaving the organization for another is low when intrinsic motivations are satisfied ( $= -.475$ ) more than extrinsic motivations ( $= -.369$ ). Based on this finding, this study suggests that intrinsic job satisfaction should be the focus of effective human resource strategies in an effort to minimize turnover intention. It is important to increase intrinsic motivation in an effort to increase intrinsic job satisfaction. Although intrinsic motivation such as job involvement is not considered an important factor in motivating employees, it still potentially has a significant influence on employee turnover. Although the findings underline the importance of intrinsic motivation, it does not mean that extrinsic motivation should be discounted in their importance and should also be considered by hotel managers in implementing a holistic strategy to reduce overall turnover among employees.

Hotel managers should understand intrinsic motivators to consider when they are motivating employees. In other words, hotel managers should recognize that intrinsic motivation plays an important role to increasing job satisfaction and ultimately reducing turnover intention. Bearing this in mind, hotel managers may want to consider restructuring existing jobs with the intention of increasing levels of intrinsic motivation.

One way to enhance intrinsic motivation is to consider the implementation of job enlargement and job enrichment strategies. Noe, Hollenbeck, Gerhart, & Wright (2004) explain job enlargement as measures taken to increase an employee's

workload horizontally by exposing him or her to be exposed to various tasks within the similar level of difficulty. Job rotation might be considered by hotel managers. Job rotation may facilitate employee understanding of the different functions pertaining to company operations and may also improve overall problem-solving and decision-making skills. On the other hand, job enrichment involves the vertical expansions of workload by allowing employees to learn more about the overall job (Noe et al., 2004).

And also this study indicated that the human resource managers or head of departments should give attention to emotional exhaustion and motivation factors to maintain job satisfaction and reduce intention to leave among employees. The hotel manager or human resource manager should concern with the work and social life balance of hotel frontline employees in order to avoid emotional exhaustion or job burnout because naturally the hotel job is hard and has high emotional contact between the employee and the guest. The frontline hotels employees should have enough relaxation; flexible work schedule might be good option. In addition, the hotel manager should think about fostering a good working environment, friendly atmosphere and comfort zone at workplace.

### **5.3 Limitation and suggestion for future research**

This study has several limitations that are discussed here to guide future research.

First, the study took place in a specific context - Kuala Lumpur, Malaysia.

Secondly, this presents an opportunity to gauge the extent and indirection of motivation and emotional exhaustion as hotel employees relate degrees of job outcomes.

In addition to job satisfaction, other organizational variables such as organization commitment should be examined in order to better understand employee turnover in hotel industry.

This study suggests that although job satisfaction is able to predict turnover intention, it is insufficient on its own when it comes to understanding the complex issue of why employees decide to leave their jobs.

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