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## SELECTED ANTECEDENTS OF EMPLOYEE'S TURNOVER INTENTION: THE CASE OF JORDANIAN FIVE-STARS HOTELS

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### ABSTRACT

The focus of this study is on how organization culture, manager attitude, financial incentives, training and satisfaction with work influence employees' turnover intention at the five stars hotels in Jordan. Multiple regression was used to predict employees' turnover intention and explain the impact of five predictors of employee turnover intention. Correlation was used to compare the relationship of study variables. The results of multiple regression indicated that financial incentives were the strongest predictor of employees' turnover intention followed by satisfaction with work, manager attitude, and training. Organization culture was found to have no influence on the employees' turnover intention. The combination of the five variables can predict approximately 48 percent of the variance of employees' turnover intention. Overall interrelations among the independent variables showed a strong positive relationship and are positively related to employee turnover intention. Based on the study findings, several recommendations are offered. Finally, the implications for management are discussed.

**Keywords:-** *Training, Employee turnover intention, Travel, Tourism, Jordan*

### I. INTRODUCTION

In the tourism industry, human resources are the key element in achieving organizational goals by increasing the effectiveness and efficiency of the organization (Elnaga and Imran, 2013). Human resources are considered one of the most important assets as their turnover intention determines service quality and delivery, which are finally reflected in customer satisfaction. Hence, the success or failure of any business mainly relies on its employee's turnover intention that we can define as the achievement of specified tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed (Cooke, 2000). Nevertheless, the question arises of how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization. More specifically what factors that could affect the turnover intention to leave the organization. Throughout the literature, there are many factors found to have significant impacts on the employee's turnover intention such as flexible scheduling, financial incentives, organizational culture, working environment, training, manager's attitude, personal problems, job content, and many other factors (Armstrong, 2000; Mathis and Jackson, 2009).

### II. PROBLEM OF THE STUDY

The literature review showed that the development of any organization is directly dependent upon the turnover intention of the human element through work quantity, quality, as well as speed of work achievement, which reflects on the overall turnover intention in the organization. However, there is a lack of previous Arabic studies in the sector of hotel industry especially in Jordan in terms of investigating the factors that influencing the employee's turnover intention presented by their intention to leave the organization especially at the five stars hotels. Therefore, the present study tends to overcome this issue and provides insight and recommendations for the Jordanian hotels by the factor that influencing their employees' turnover intention.

### III. OBJECTIVES OF THE STUDY

It is generally agreed that the more a manager can answer the question of what influences their employees' turnover intention, the more effective they will be at enhancing their organization general turnover intention. As such, the main objective of the current study is to identify the factors that influence employees' turnover intention at the five stars hotel sector in Jordan. This main goal divided is into the following sub objectives:

1. To find out what influence the organization culture has on employee turnover intention in the hotel sector of Jordan.



## International Journal of Engineering Researches and Management Studies

2. To find out what influence have employee training program has on employee turnover intention in the hotel sector of Jordan.
3. To find out what influence financialincentives have on employee turnover intentionin the hotel sector of Jordan.
4. To find out what influence manager attitude has on employee turnover intentionin the hotel sector of Jordan.
5. To find out what influence satisfaction with workhas on employee turnover intentionin the hotel sector of Jordan.
6. To develop guidelines for assessing employee turnover intention at five stars hotels in Jordan.

### IV. QUESTIONS OF THE STUDY

This study seeks to answer the following key research questions:

RQ1: How well does the level of organization culture, financial incentives, training, manager attitude and satisfaction with work influence employee turnover intentionat the five stars hotel sector of Jordan?

RQ2: Which factor has the greatest influence on the employee turnover intention?

The first main question was divided into the following sub questions:

1. Is there an impact of organization culture on the employees' turnover intentionin the hotel sector of Jordan?
2. Is there an impact of employee training program on the employees' turnover intentionin the hotel sector of Jordan?
3. Is there an impact of the financialincentives on the employees' turnover intentionin the hotel sector of Jordan?
4. Is there an impact of manager's attitude on the employees' turnover intentionin the hotel sector of Jordan?
5. Is there an impact of satisfaction with work on the employees' turnover intentionin the hotel sector of Jordan?

### V. LIMITATIONS OF THE STUDY

This study is limited to investigating the factors influencing employee turnover intentionin the five star hotel sector in Jordan from the perspective of the hotels' employees in addition to the chairmen. More specifically, this study dealt with hotels in the capital city of Jordan, Amman, as most of the five stars hotels in Jordan are found there. The study was conducted in 2015.

### VI. LITRATURE REVIEW OF HYPOTHESIS DEVELOPMENT

#### Turnover intention and factors affecting it

##### *Turnover intention*

Traditionally, turnover can be classified into two types: voluntary and involuntary. The main reasons for voluntary turnover are organizational factors (salary, promotion, work challenge, the relationship with the director, better work opportunity, and so on) or individual factors (health, retirement, physical move, further study, and so on). Involuntary turnover means to be separated or fired (Malik et al, 2011). In order to understand voluntary turnover further, it can be classified into functional turnover and dysfunctional turnover. Functional turnover (low performance) means that the organization appraises the employee negatively; it wishes the employee would abdicate, and the employee also wishes to abdicate as well. Keeping employees like this in the organization will threaten the organization's benefits. On the contrary, dysfunctional turnover (high performance), means that the organization appraises the employees positively, that it wishes the employees to stay, but the employees abdicate. The employees



## International Journal of Engineering Researches and Management Studies

like this left will damage the organization's benefits (Wells and Peachey, 2011). Dalton et al. also thought that the organization must attach importance to the dysfunctional voluntary turnover, but not the whole of voluntary turnover.

Intention means to do special thing or action with a special attitude, or with means, purpose, or plan in the individual heart. If dissatisfaction sets in, the next phase is the thought of turnover appearing in employees' heart, and it also is the last phase before turnover practice. It is the employees' total performance of work dissatisfaction, thought of turnover, intention to find another job and the feasibility to find other job (Slatten, 2011).

Recently, Watson Wyatt Worldwide conducted a worldwide investigation, finding that 58% of employees abdicate due to a dissatisfying salary; 48% of employees abdicate due to dissatisfaction with the management system and lack of the opportunities for promotion; 44% of the employees abdicate for lack of enough skill training; 37% of employees abdicate for welfare; 24% of employees abdicate due to the working environment; and 23% of employees abdicate for conflict with directors or colleagues. Therefore, in order to keep employees with talent, it is necessary to offer all-around rewards. Besides giving raises in salary, rewards should also include non-financial rewards such as a positive organizational culture, training and development, and opportunities for promotion.

In an empirical study, Woods and Macaulay (1989) investigate employees working at six chain hotels and six restaurants where the turnover factor is recognized. Their study indicated there are two kinds of external factors and internal factors. The external factors are the rate of unemployment and new opportunities; the internal factors are salary, welfare, supervision quality and working conditions, quality of colleagues, overall work satisfaction, and so on. David (1989) asserted that four main factors influenced employee turnover: the selection process had problems, the employment program was not properly structured, employees were dissatisfied with the opportunities available or salary, and the management method also had problems. Gaertner (1999) posited that both work satisfaction and organizational commitment influenced employees' decisions to abdicate or not. Measurements such as salary support from the colleagues, work routine, role conflict, work load, and so on directly influenced work satisfaction. The opportunity for promotion, support from directors, and the justice of working distribution directly influence organizational commitment and work satisfaction. Further, the more experience employees have, the more they have to decide their work attitude and thus whether to stay or leave based on interaction between different dimensions. This means that if an employee has held many jobs or worked for long time, he or she will be highly sensitive to the match among different dimensions; therefore, they may be influenced by feeling satisfied or dissatisfied with different dimensions. Kang (2001) said that welfare and communication, recognition of systematic importance, and the consistency of payment have correlated with welfare satisfaction. The higher welfare satisfaction is, the higher the correlation with the work satisfaction and turnover.

To summarize the opinions above, the author believes that the turnover can be considered a process. Whether the turnover is voluntary or involuntary, once people leave the service field, leaving their former organization, the behavior is considered turnover. The turnover intention is the psychology or thought process before generating the turnover behavior. Therefore, the author believes that turnover intention can be considered an idea or a thought. No matter what the factor is, once the employee generates the thought to leave the current service field, it is considered turnover intention.

The literature review shows numerous factors that could influence the employee's turnover intention at the work place. For instance, Elnaga and Imran, (2013) found in their study that those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage. Along the same lines, Badado (2006) found in his study that unavailability of the scientific competences to perform training and education processes in the Jordanian tourism sector negatively influence turnover intention of the employees. Studies provide evidence of the positive impact training when delivered to hotel employees in such way that there is a support of the organization, adequate resources, and the peer support of colleagues. Then, it will have a greater effect on intention and actual behavior of the food handler, increasing the likelihood that safe working practices are carried out at all times (Seamen and Eves,



## International Journal of Engineering Researches and Management Studies

2005). Another study conducted by Griffin and Neal, (2000) showed that training and knowledge about work place safety and motivation to perform safely influences individual reports of safety turnover intention and mediated the link between safety climate and safety turnover intention. Garavan, (1997) provides evidence of the positive impact that social skills training can have on improving the quality of customer service within a hotel environment. The customers in that study reported that the overall quality of service improved during the time the receptionists were receiving social-skills training.

Employees training is considered one of the important factors that save time and cost (Baum and Devine, 2007) even though it is costly to give training, but in the long run it gives back more than it takes (Flynn et al., 1995; Kaynak, 2003). It is an investment by the firms that not only bring high return on investment but also supports to achieve competitive advantage by providing employees with information and administrative, technical skills required to carry out their work in an efficient and effective way (Elnaga and Imran, 2013; Horng and Lin, 2013; Gana and Bababe, 2011; Jabeen, 2011). Training is a process of building up confidence of employees at a workplace in terms of better turnover intention (Horng and Lin, 2013; McClelland, 2002). Training plays an important role in human resource development to achieve objectives of the organization. If training is seen favorable by employees and positively influences their attitudes, this should positively affect their turnover intention in the work place. Based on these arguments, the following null hypothesis is proposed:

**(H01):** There is no statistical effect of training programs on the employee's turnover intention in the Hotel sector of Jordan.

### Incentives

Incentives are external temptations and encouraging factors that lead the individual to work harder; they are given due to the individual's excellent turnover intention since he will work harder and produce more effectively when he feels satisfied in the institution (Palmer, 2012). Scholars have worked hard to come up with a comprehensive description of how to enhance the professionalism of the employees and how the administration chooses active individuals, and how to connect the institutions' goals to the personal objectives of the individuals, which will improve their turnover intention. Many studies focused on the importance of the incentive in relation to its role of employees' turnover intention. For instance, a study by Abbas and Hammadi (2009) showed that poor participation by the employees in decision-making and lack of concrete incentives negatively affecting their turnover intention. Other studies clarify the relationship between the incentives methods employed in different public institutions, and found that there is a strong relation between the incentives and loyalty towards the organization which, as a result, affects the turnover intention at work (Al-Fares, 2011).

An incentive involves the concept of material and climate of moral values and they are also a central point for different activities in modern institutions and work environments. Concrete incentives are what are called direct compensation systems such as salaries, rates, and bonuses. On the other hand, moral incentives are called indirect compensation systems such as the stability of the work, participating in decision-making, commitment, pertinence, promotion, and appreciating the Employees' Turnover intention by thanking them. Incentives are the consideration of excellent turnover intention, which could be in the quality, quantity or abundance in the work's time or even in the costs (Palmer, 2012). Al-Nsour (2012) provides evidence of the positive relationship between financial and moral incentives and organizational turnover intention as well as between financial and moral incentives and internal business processes and customer satisfaction. It is plausible that successful organizations set an active incentive system capable of affecting employee turnover intention in a way that pushes them to working harder and maintain the goals of the institution (Alfandi and Alkawsaneh, 2014). In the current study, the focus is on the concrete incentives. More specifically, this study looks at the financial incentives (the most common incentive motivator) and its effect on employee's turnover intention. Based on the above findings, the following null hypothesis is proposed:

**(H02):** There is no statistical effect of financial incentives on the employee's turnover intention in the five star hotel sector of Jordan.



## International Journal of Engineering Researches and Management Studies

### Manager Attitude

Many other variables could affect the turnover intention of employees at work place. One important factor is the employees' satisfaction about their manager's attitude (Mathis and Jackson, 2009). In this context, a theory developed that constitutes most about the two-way relationship between the manager and employee. This theory called Leader-Member interaction (Truckenbrodt, 2000:234). The Leader-Member Interaction theory assumes that the leader does not treat all subordinates in a similar way and focuses on the mutual relations that every leader establishes (Dansereau, Graen and Haga, 1975; Gerstner and Day, 1997:827; Graen and Uhl-Bien, 1995:220). If employees are happy with the work they perform, the satisfaction will occur (Hackman and Oldham, 1975). Consequently, the leaders do not have a uniform interaction with the audience since they have limited time and resources. In the relationship between the leader and the follower, a high level of trust, respect and compliance with obligations are the main determinants of the change relationship (Saeed et al., 2013).

Many studies confirmed this relation and found that manager attitude and manager's unbiased behavior toward their employees will lead to high level of employee as well as organizational turnover intention (Truckenbrodt, 2000:234; Pellegrini and Scandura, 2006:268; Liden and Maslyn, 1998:43; Scandura and Schriesheim, 1994:1590; Liden and Graen, 1980:451-452; Klein and Kim, 1998:89). Based on the previous discussion, the proposed hypothesis is as follows:

**(H03):** There is no statistical effect of manager attitude on the employee's turnover intention in the Hotel sector of Jordan.

### Organizational Culture

Gibson et al (2006) define organizational culture as the system that penetrates values, beliefs, and norms in each organization. Uddin and Luva (2013) view organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. It is a set of shared values, beliefs and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture refers to the underlying values, beliefs, and principles that serve as a foundation for the organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

Some theoretical models emphasize that a successful human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviors, which in turn influence their turnover intention (Ferris et al., 1998). Early studies have indicated that there exists a relationship between organizational culture and its turnover intention and asserted that positive organizational cultures enhance employee turnover intention. They agreed that the level of well-managed and strong culture is related to level of turnover intention of an organization through positive employee turnover intention (Siehl and Martin, 1990; Heck and Marcoulides, 1993). Researchers argued that organizational culture is inherently connected to organizational practices, which in turn positively influence employees' turnover intention (Magee, 2002; Hellriegel and Slocum, 2009).

Employees need a supportive organizational culture to attain their individual objectives. Organizational culture functions in the internal integration and coordination between a firm's operations and its employees, where it fails to fulfill these functions to a satisfactory level, employees may be influenced negatively (Furnham and Gunter, 1993). Where a positive culture supports adaptation enhances employees' turnover intention by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives (Daft, 2010). Subsequently, in strong work cultures, employees are working to achieve the organizational goal but in weak work cultures, employees are working for their individual goals (Oparanma, 2010). Based on these arguments, the proposed null hypothesis is as follows:

**(H04):** There is no statistical effect of organization culture on the employee's turnover intention in the hotel sector of Jordan.



## International Journal of Engineering Researches and Management Studies

### Satisfaction with Work

The emotional reaction that employees exhibit towards their job is called satisfaction with work (Hoppock, 1935). Job satisfaction can be defined as positive emotional feelings resulting from acceptable evaluation of his or her experience in the job (Locke, 1976; Hulin and Judge, 2003). Edwards, et al. (2008, p 442) and Aamodt, (2009) refer to job satisfaction as an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both the affective and cognitive components. Iverson and Maguire, (2000:53) see job satisfaction as the attitude an employee has toward his job as well as their positive or negative assessments about various aspects of the working environment. In sum, it is the feeling that people have about the job they perform which could be negative, positive, or moderate.

Several previous studies provided evidence of the positive influence of employee satisfaction on their turnover intention. For instance, a study conducted by Gu and Siu (2009) on relationships between job satisfaction and job turnover intention among the employees working in Macao casino hotels found a significant relationship between job satisfaction and job turnover intention. Nimalathasan and Brabete (2010) carried out a study on job satisfaction and job turnover intention and found that there is a positive relationship between the two variables. In the study conducted by Prasanga and Gamage (2012) the findings indicate that job satisfaction is one of the most important factors in determining job turnover intention and leads to high turnover intention. Based on the above evidence, it could be concluded that job satisfaction is shown to be positively associated with job turnover intention (Gül and Özcan, 2011:88).

Highly performing individuals will be able to assist the organization to achieve its strategic aims thus sustaining the organization competitive advantage (Dessler, 2010). Employees satisfaction with their job is very healthy to any organization as it positively influences productivity (McNeese-Smith, 1997), enhancing customers' satisfaction (Burke et al., 2005), encouraging better turnover intention and efficiency (Kalleberg, 1977; Sousa-Poza and Sousa-Poza, 2000). Based on the above findings, the following hypothesis is proposed:

**(H05):** There is no statistical effect of satisfaction with work on the employee's turnover intention in the Hotel sector of Jordan.

## VII. METHODOLOGY

### Data Collection

In order to cover the theoretical part of the study, several books, publications and other theoretical references relevant to the topic were reviewed. The descriptive analytical approach of data analysis was used through field survey of the community studied, that is the employees at five stars hotels in the capital of Jordan, Amman, and then analyzing the collected data by using the statistical analysis program SPSS (Statistical Package for Social Sciences) for testing the hypotheses through regression analysis, depending on a questionnaire as a major tool in collecting the needed data for the topic of the study.

### Validity and Reliability Tests

The superficial validity of the measurement method was proven through presenting the questionnaire to five academics and three industry experts in order to benefit from their experiences. The instructors' comments were helpful for enriching the study by making modifications to some paragraphs related to the language structure, clarity and the harmony of the study field. In addition, the Cronbach Alpha test was used even though all items used were adopted and previously tested for its validity and reliability. The findings showed a score ranging between 62% and 72% for all questionnaires' paragraphs, which is good compared to the acceptable percentage, which is 60% (Hair et al., 2007; Balsley and Vernon, 1988). Hence, each subscale was suitable for the later analysis.



## International Journal of Engineering Researches and Management Studies

### Measures and Measurement Methods

A five points Likert scale was used in this study in order to present the questions of the questionnaire. The scales were divided as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree. Based on these scales, the sum of these scales was 15 and therefore the average is  $15/3= 3$ .

To measure training programs, seven items were adopted and modified from the previous work of Galanou and Priporas (2009). For manager attitudes, four items were adopted from Kalkavan and Katrinli (2014) who previously adopted it from Hackman and Oldman (1975). The organization culture instruments that were used in this study are nine items adopted from previous work by Al-Yahya (2008) who previously adopted it from Glaser et al. (1987). Glaser et al. (1987) provided four operational measures of organizational culture grounded in both management and communication research: teamwork, climate-morale, involvement, and management supervision. Job turnover intention was measured with six items that were adopted from Olusegun (2012) who derived them from job turnover intention literature. Three items were used to measure job satisfaction adopted from Hackman and Oldham (1975). Five items were adopted from Alfandi and Alkhasawneh (2014) to measure the financial incentives.

### Study Population, Sample Size, Sampling Technique

According to the Jordanian Ministry of Tourism and Antiquities (2015), there are 31 five star hotels in Jordan, 14 of them located in Amman. The number of employees working in hotels in Jordan reached 18,644 employees in that year. Approximately 9000 employees working in classified hotels (from one to five stars) located in the capital of Jordan Amman. Of the 9000 employees, about 4900 employees worked in the five stars hotels that are located in Amman, the capital of Jordan. As such, the study population, who consisted of employees working in the five stars hotels in Amman, is around 4900 employees.

In terms of sample size, Roscoe (1975) has mentioned that the most appropriate sample size of most researches is larger than 30 and smaller than 500. In a similar vein, David and Sutton (2004) stated that researchers can reckon the sample size relying on their experience and with consideration to cost and time, however, it should not be less than 30. In the context of the tourism industry, Veal (2006) mentioned that the sample size of 10,000 population equals 370 sample units, and 500,000 and above equals 384. Based on this, and to choose a safe number of respondents, the sample size that was chosen for this study was 200 respondents as we have about 4900 employees as study population.

The sample was chosen randomly (random sampling method) and it consisted of full time employees working in deferent departments in the hotels. As for the respondents of the sample, they were 200 employees who received questionnaires. 174 questionnaires were returned, which forms 87% of the sample. Of these, 10 were found to be invalid, resulting 164 valid surveys with afinal response rate of 82%.

## VIII. ANALYZING THE RESULTS OF THE STUDY

The following section explains the results of the descriptive statistical test of the study variables.

*Table 1: Descriptive statistics of employee training*

Employee Training		Mean	Standard Deviation
1	I can accomplish job tasks better and faster after having the training.	4.8	.852
2	Personal relation do not interfere with the employees' participation in the training courses	3.7	.879
3	The hotel provides yearly systematic training plan	2.6	.971
4	Training plan based on employees' training needs	4.0	1.021



## International Journal of Engineering Researches and Management Studies

5	The hotel believes that training is the best way to acquire necessary skills to their employees.	3.8	.787
6	The hotel involve all employees in training courses	3.1	.554
7	Training plans and programs of the hotel are under of continuous development in accordance with any developments.	2.9	.845
<b>Grand mean of Employee Training</b>		3.2	

The table above explains the attitudes of the sample towards training programs applied at Jordanian five stars hotels. The arithmetic means ranges from (2.6) in their least limit for the paragraph "The hotel provides yearly systematic training plan " to (4.8) in their highest limit for the paragraph "I can accomplish job tasks better and faster after having the training". The general arithmetic mean was close to the neutral level with an arithmetic mean of(3.2). It could be consider as not high which shows a low percentage of employees who think that the hotel does not give systematic training plan in a yearly way and training plans and programs of the hotel are not under of continuous development in accordance with any developments. Still, they agree that they accomplish job tasks better and faster after having training.

**Table 2: Descriptive statistics of Manager Attitude**

Manager Attitude		Mean	Standard Deviation
1	I receive respect and fair treatment from my boss	3.0	.730
2	I receive support and guidance from my supervisor	3.2	.856
3	I receive quality of the supervision in my work	3.3	.602
4	Supervisor's positive attitude increases my turnover intention	4.1	1.049
<b>Grand mean Manager Attitude</b>		3.4	

The table above explains the attitudes of the sample towards their satisfaction with their manager at the Jordanian five stars hotels. The general arithmetic mean reached (3.4) which shows a good level of employee satisfaction. They strongly believe that supervisor's positive attitude increases their turnover intention.

**Table 3: Descriptive statistics of organization culture**

Organization Culture		Mean	Standard Deviation
1	Employees in this hotel are provided with clear vision about the future	Management supervision Scale	3.0
2	There is emphasis on studying and solving employees' problems and needs		3.1
3	Employees receive regular turnover intention appraisal on how they perform		3.8
4	All work members have an equal treatment	Climate-Morale	1.023
5	There is strong interest among employees in this hotel to function as team	Teamwork Scale	3.0
6	Everyone in the group knows what the other people do		2.9
7	Employees are open and share their ideas with each other		2.8
8	Most decisions and work policies are made by management with some prior detailed information	Involvement Scale	3.2
9	Most decisions and work policies are made by management after consulting employees		2.7
<b>Grand mean of Organization Culture</b>			3.0



## International Journal of Engineering Researches and Management Studies

The table above explains the attitudes of the sample towards the organization culture of the Jordanian five stars hotels. The arithmetic means ranges from (2.7) in their least limit for the paragraph "Most decisions and work policies are made by management after consulting employees" to (3.8) in their highest limit for the paragraph "Employees receive regular turnover intention appraisal on how they perform". The general arithmetic mean was at a neutral level reaching (3.0). It could be concluded that employees are not open and they do not share their ideas with each other (Teamwork Scale mean reached 2.9). Further, they think that management makes most decisions and work policies without consulting them (involvement scale mean reached 2.9). However, they still receive regular turnover intention appraisal on how they perform.

**Table 4: Descriptive statistics of job turnover intention**

<b>Job Turnover intention</b>		Mean	Standard Deviation
1	Continuation with my present employer will not fulfill my life expectation	3.5	1.030
2	As soon as I can find a better job, I will quit this organization	3.9	.956
3	I often think about quitting my job	2.9	.902
4	I will probably look for a job outside of this organisation within the next 3	3.9	1.039
5	I prefer very much not to continue working for this organisation	3.5	
6	I will likely actively look for a new job in the next year	4.1	
<b>Grand mean Job Turnover intention</b>		3.6	

The table above explains the attitudes of the sample towards their job turnover intention at the Jordanian five stars hotels. The general arithmetic mean reached (3.6) which show a good level of employees' job turnover intention perception. They believe that they will look for another job in the next year. However, they are not often think about that.

**Table 5: Descriptive statistics of satisfaction with work**

<b>Satisfaction with Work</b>		Mean	Standard Deviation
1	I am satisfied with my general work situation	3.1	1.040
2	I would advise a friend looking for a new job to take one similar to mine	3.2	.756
3	I just hate to get up in the morning to go to work	3.0	.965
<b>Grand mean Satisfaction with Work</b>		3.1	

The table above explains the attitudes of the sample towards their satisfaction with their work at the Jordanian five stars hotels. The general arithmetic mean was close to the neutral level with an arithmetic mean reaching (3.1) which shows a low percentage of satisfaction from the employees. They believe that they are not that satisfied with their general work situation at the hotel.



## International Journal of Engineering Researches and Management Studies

**Table 6: Descriptive statistics of financial incentives**

Financial Incentives		Mean	Standard Deviation
1	I think that the financial incentives regulations in the hotel are fair	3.1	1.030
2	Giving financial incentives affects functionality positively	4.7	.956
3	Majority of exceptional financial incentives were based on efficiency in turnover intention	3.2	1.002
4	Majority of financial incentives at work are given according to seriousness and hard work	3.4	1.039
5	Manager usually recommends giving financial incentives to the effective employee	2.9	1.030
Financial Incentives		3.4	

The table above explains the attitudes of the sample towards the financial incentives applied at Jordanian five stars hotels. The arithmetic means ranges from (2.9) in their least limit for the statement "Manager usually recommends giving financial incentives to the effective employee" to (4.7) in their highest limit for the paragraph "Giving financial incentives affects functionality positively". The general arithmetic mean was close to the neutral level with an arithmetic mean reaching (3.4). This is a good level, however, it could be consider as not high which shows a quite low percentage of satisfaction from the employees who think that the managers donot usually recommend financial incentives to the effective employees and bonuses and rewards regulation is not fair even though they believe that financial incentives does improve their functionality at work.

### Correlation Analysis

In order to obtain an understanding of the relationship between variables used in this study, the computation of the Pearson correlation coefficients was performed. Correlation analysis was conducted on the data of the survey based on the independent variable of training, satisfaction with work, manger attitude, financial incentives, and organization culture against the dependent variables of employees'turnover intention.

Correlation is significant when the value is less than 0.05. The result showed that all variables in the research model are significantly correlated. A majority of correlation values of the variables showed correlations coefficients with values below 0.69.

In terms of the correlations between the dependent variables and the employees' turnover intentionas the dependent variable, a strong correlation was found between financial incentives and employees' turnover intention( $r = 0.69$ ) followed by strong correlations between satisfaction with work and employees' turnover intention( $r = 0.61$ ).On the other hand, a only moderate relationship between manager attitude and training with employees'turnover intentionwas found with the correlations of (0.30) and (0.32) respectively. A low correlation was also found between organization culture and employees'turnover intentionwith the correlation of (0.11).

To examine the multicollianearity among the variables in this study, variance inflated factor (VIF) and tolerance tests were adopted. Hair et al. (2007) define tolerance as the amount of variability of the selected independent variable not explained by the other independent variables, while VIF is the opposite of tolerance value. For the purpose of this study, the two tests were conducted to determine the multicollianearity assumption and the values of VIF and tolerance used showed no multicollianearity between the variables as their values less than 10 for the VIF and more than 0.10 for tolerance as suggested by Field (2005).



## International Journal of Engineering Researches and Management Studies

### Hypotheses Testing

The multiple regressions were used to test the hypothesis of the study as there is more than one independent variable affecting dependent variables. The interruption of the regression analysis is based on the standardized coefficient beta, R square and if its calculated value was higher than its tabulated value that provides evident whether to support the hypotheses stated earlier. Since regression analysis is very sensitive to outliers, standardized residual values above 3.0 or less than 3.0 was deleted by casewise diagnostic in the regression analysis in SPSS package.

**Table 7: The influence of training, organization culture, manager attitude, financial incentives and satisfaction with work on employees' turnover intention.**

Independent variable	B	SE B	B	Sig. P<.05	R square	F	Sig. F; p<0.01
Organization culture	.221	.048	.031	.087	.477	21.565	0.00**
Training	.144	.048	.061	.000			
Financial incentives	.115	.058	.233	.049			
Manager attitude	.164	.052	.170	.002			
Satisfaction with work	.163	.060	.189	.007			

B: Unstandardized coefficient beta:

SEB: standard error of regression coefficient;

$\beta$ : Beta coefficient.

Employees' turnover intention was regressed on the five independent factors. From the first run of the test, the casewise diagnostics indicate that observation numbers 15 and 31 were found to be outliers and hence deleted in the next regression run. The table above provides evident of the influence of the independent variables on the employee's turnover intention. The value of calculated F is higher than tabulated F value at the confidence level ( $\alpha \leq 0.05$ ), and the value of statistical significance level is (0.000) which is less than the value of the confidence level ( $\alpha \leq 0.05$ ). The F-statistic ( $F = 21.565$ ,  $p < .01$ ) indicates that the relationship between independent and dependent variables is significant. The R square obtained indicates that the independent factors account of 48 % of the variation in the employees' turnover intention. More specifically, 48% of the change in the degree of job turnover intention of employees can be explained by the factors of satisfaction with work, manager attitude, training, financial incentives and organization culture that are included in the regression equation.

Four out of five independent variables were found to have a significant influence on the employees' turnover intention. These are satisfaction with work, manager attitude, financial incentives and training. Therefore, it is fair to say the following null hypotheses are rejected and the alternative five hypotheses are accepted (H01: H02: H03: H05). However, the finding from the current study showed that organizational culture does not influence employee turnover intention. As such, the fourth null hypothesis (H04) was accepted.

To investigate which factors have the most influence on employees' turnover intention, the beta values were used. Based on the size of beta values, the predictor variables exercising the most influence on employees' turnover intention was financial incentives ( $\beta = .23$ ), followed by satisfaction with work ( $\beta = .19$ ), manager attitude ( $\beta = .17$ ) and finally training ( $\beta = .06$ ). It is important to note that the tolerance and VIF values shown in the output indicate that no multicollinearity effect among the independent variables on dependent variables.

### IX. CONCLUSION

This study examined the influence of organization culture, manager attitude, financial incentives, training and satisfaction with work on employees' turnover intention at the five stars hotels found in the capital of Jordan, Amman. Descriptive statistics, Pearson correlation coefficient and Multi-variable regression were used to test the



## International Journal of Engineering Researches and Management Studies

hypotheses in the current study. The obtained result revealed that there is a positive and significant influence of employees' satisfaction with work, financial incentives, training, and manager attitude on employees' turnover intention. Financial incentives were found to be the most influential factor on the employees' turnover intention ( $\beta=0.23$ ). Nevertheless, there was no significant influence of organization culture on employees' turnover intention.

The finding from the current study showed that organizational culture does not influence employee turnover intention. The results support Syauta, (2012) and Ghani (2006) who stated that there is not a direct influence of organizational culture on turnover intention and Rousseau, (1990) who showed that there is no positive correlation between culture and employees performance and turnover intention. This could be because the impact will occur if mediated by employee behavior. Furthermore, because of that organizational culture value (including bureaucracy, innovative and supportive) should be socialized to employee in each employee work so the organizational culture can be instilled in employees so they able to work better for company. In addition, to measure the organization culture in the current study, we used four scales, which are the management supervision, involvement, teamwork, and climate-morale scale. These scales could be seen as organizational constructs rather than individuals constructs. Therefore, perhaps they should be expected to predict organizational turnover intention rather than individual turnover intention.

The result also showed that the perception of the sample regarding the training program provided by their hotel was quite moderate. They think their hotel does not give systematic training plan in a yearly way and training plans and programs of the hotel are not under continuous development in accordance with any new thinking or methods. However, they agreed that they accomplish job tasks better and faster after having training. Regarding the attitudes of the sample towards their satisfaction with their manager at their Jordanian five star hotel, they strongly believe that supervisor's positive attitude increases their turnover intention. In terms of the attitudes of the sample towards their satisfaction with their work, the general arithmetic mean shows a low percentage of satisfaction from the employees. They believe that they are not that satisfied with their general work situation at the hotel. Regarding the financial incentives applied at Jordanian five stars hotels, the tested sample in the current study agreed that their managers don't usually recommend giving a financial incentives to the effective employee even though they believe that giving financial incentives affect the functionality positively.

### X. RECOMMENDATION & LIMITATIONS

Counting upon the study results, we review here the most important recommendations for the five stars hotels. This current study provides a better understanding for hotel managers regarding financial incentives in order to foster employees' turnover intention. When employees are fully satisfied with their pay and with the incentives they perceive, this will result in a higher level of job turnover intention. This probably will occur through job satisfaction, higher self-esteem, more confidence and more willingness to take on new challenges. As such, giving incentives should be linked practically with the level of turnover intention as to distinguish the excellent employees according to their turnover intention; this will enhance the employees' desires to do their best in order to improve their turnover intention, and therefore incentives will be linked to improving their turnover intention. In addition, hotel managers should keep on giving incentives in the appropriate time and not delaying them so as not to weaken the goal of the incentives. The results of turnover intention evaluation should necessarily be the base for both appreciation and punishment, especially when using either positive or negative incentives as to guarantee achieving the purposes of incentive and bonuses regulations. This could be one of the best strategies to create an effective and satisfied employee, which results in higher levels of job turnover intention. Five stars hotels should commit to paying attention to training programs and put them into force, for it has several advantages. In this light, they should take care of employees as they do of beneficiaries and shall work on having them trained in order for their abilities and skills to be improved. Employees' satisfaction with their job and with their manager attitude is not less important than other factors. Therefore, hotels managers should pay attention to create satisfied employees through different techniques in order to generate effective and efficient employees at their hotels.



## International Journal of Engineering Researches and Management Studies

Due to the small sample size, this study failed in generalizing the findings to the whole hotel industry in Jordan. Besides that, there are a few limitations of the study that are worth addressing. It would be useful to extend the samples to include hotels not only in Amman but also to other cities, which can increase the number of received responses. With the increase of the number of respondents, more advanced statistical analyses could be carried out to confirm on the proposed research model. Furthermore, it would be interesting to compare the findings between five stars hotels in different states as different states have different business and human environmental factors that may have influences on employees' turnover intention, too. In addition, it would also be interesting to compare the findings between five stars hotels and other categorized hotels such as four or three stars hotels. Secondly, this study did not consider detailed characteristics of hotels as different types of hotel (such as international chain, independently owned, local chain) which might have significant influences on employee turnover intention, too. Hence, considering this gap by comparing the findings in different types of hotels may be an interesting insight for future studies. Finally yet importantly, this study failed into taking consideration other factors such as employees' emotional intelligence, role ambiguity, empowerment, teamwork and customer's characteristics such as profitability of the guest, rapport of the guest with the service providers in influencing employees' turnover intention. By taken into consideration of all these variables it may provide more holistic pictures to the study of employees' turnover intention, which are worth considering in future studies.

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