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# International Journal of Management, Finance and Accounting

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## Employee Turnover Intentions: An Empirical Study on Five-Star Hotels in Malaysia

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### Abstract

This research aims to explore how economic, social, psychological, and training and development factors influence employee turnover intentions in five-star Malaysian hotels. Data was collected through questionnaires and distributed to 120 employees using convenience sampling, and SPSS was used to perform the data analysis. The results of the multiple regression analysis revealed that economic factors (including pay, reward, and benefits), social factors (including co-workers, manager or supervisor, and working environment), and training and development factors (including training opportunity and career development) are significantly related to employee turnover intentions. In contrast, psychological factors (including job involvement, personal characteristics, personal life, and family) are not significantly related. The research provides valuable insights to help build effective retention strategies in five-star hotels in Malaysia by addressing the diverse needs and expectations of the employees.

**Keywords:** Turnover intentions, Hospitality, Economic, Social, Training and Development, Psychological, Malaysia.

Received on 10 March 2025; Accepted on 5 May 2025; Published on 30 August 2025

**To cite this article:** Chong, C. W., Ang, L.J., & Okour, M. K. (2025). Employee turnover intentions: An empirical study on five-star hotels in Malaysia. *International Journal of Management, Finance and Accounting*, 6(2), 165-199. <https://doi.org/10.33093/ijomfa.2025.6.2.6>

## 1.0 Introduction

An excellent employee provides value and is a significant element in achieving success in today's hospitality industry. Employees play a crucial role in the development of hotels, as their attitudes and behaviors significantly impact work quality, thereby contributing to a sustainable competitive advantage (Nisar et al., 2021). However, employee turnover in the hospitality industry has become a global concern. Recent studies indicate that the turnover rate in the hospitality sector remains alarmingly high. For instance, in 2021, the leisure and hospitality industry in the United States recorded an annual turnover rate of 84.9%, compared to the national average of 47.2% (Depierraz, 2023). High employee turnover significantly affects hotel stability and overall organizational health because the loss of employees would impact the hospitality industry's daily operations unfavorably and increase recruitment costs (Al-Suraihi et al., 2021). Moreover, a workplace culture characterized by persistent turnover can lead to psychological stress among staff members who remain in the hotels, undermining a healthy environment and ultimately diminishing the quality of customer service (Mooney et al., 2024).

Employees are the key assets in any organization. High employee turnover can impose monetary burdens due to recruitment expenses, training costs, and loss of productivity (Al-Suraihi et al., 2021). According to a report by SHRM (Enrich, 2016), the cost of replacing a hotel employee typically ranges from 50% to 200% of their annual salary, depending on the employee's role and experience. Not only that, it also creates indirect costs, which consist of the loss of knowledge from experienced staff, low morale among the remaining employees, and compromised employee engagement (Park & Min, 2020). All these would have an unfavorable impact on customer satisfaction and significantly affect the performance of hotels in the competitive business world. On the other hand, studies have shown that organizations with lower employee turnover tend to achieve greater customer satisfaction and higher profitability (Ghani et al., 2022).

Effective leadership and employee retention strategies are essential to develop a successful and competitive hotel business. However, the hospitality sector continues to experience a higher turnover frequency than other industries and spends thousands of dollars annually on recruitment and training to replace departing employees (Holston-

Okae, 2018). Given these trends, understanding the factors influencing employee turnover is essential for developing long-term retention strategies and enhancing workforce stability in the hospitality industry.

### **1.1 Hospitality industry in Malaysia**

Malaysia, often regarded as one of the “Asian Economic Tigers” in Southeast Asia, has abundant natural resources, making it an attractive destination for tourists and supporting a robust hospitality industry. The tourism sector has consistently contributed to the nation’s economic growth. For instance, in 2019, Malaysia welcomed 26.1 million international tourists, marking a 1.0% increase from the previous year (Tourism Malaysia, 2019). However, in 2024, the country recorded just over 25 million international tourist arrivals, falling short of its 27.3 million target but still marking a 24.2% increase from the 20.1 million arrivals in 2023 (Reuters, 2025). This consistent influx of tourists has increased demand for hotel accommodations, revealing gaps in the availability of skilled hospitality staff and adequate facilities. The average room rate (ARR) for four- and five-star hotels has experienced fluctuations in recent years. While specific recent data on ARR is limited, industry trends suggest that increasing demand for hotel accommodations and regional market dynamics have driven ARR upward (Malaysian Association of Hotels (MAH), 2023). Although tourism continues to expand steadily, Malaysia’s hospitality industry faces challenges, especially talent retention. The rapid tourism growth has made it difficult for hotels to attract and retain qualified staff, resulting in a shortage of skilled employees. A recent report by Malaysian Productivity Corporation (MPC) stated that with a yearly average in the range of 30%–40%, employee turnover is a serious issue in the hospitality industry as it seriously impacts the service quality and the viability of the hospitality industry (MPC, 2023).

In addition, Haldorai et al. (2019) also reported that it is very common for hotel employees to leave their jobs due to reasons such as work-life balance concerns, long working hours, shift schedules, low pay, poor working conditions, and limited opportunities for career advancement. This condition is unhealthy as high turnover indirectly increases the cost of recruiting and training replacements and significantly

impacts the overall efficiency and profitability of the hospitality industry (Goh & Lee, 2018). In short, it is timely and important to study the factors influencing employee turnover in Malaysian five-star hotels. The hospitality industry needs to develop effective retention strategies and maintain a stable workforce in order to support the long-term success of Malaysia's hospitality sector.

## **2.0 Literature Review and Hypotheses Development**

### **2.1 Employee Turnover Intention**

Mohamad et al. (2023) pointed out that exceptional employees have become increasingly critical over time, emerging as an essential contributor to organizational success, particularly in today's knowledge-intensive hospitality sector. Employees are essential organizational resources, playing a crucial role in business development, reputation building, customer service, and service quality. Nevertheless, employee turnover has long been a critical issue in the hospitality industry, with significantly higher turnover rates than in other sectors (Chi et al., 2021). High turnover rates impose considerable financial burdens on organizations due to reduced recruitment, training, and productivity. Additionally, turnover negatively impacts service quality, customer satisfaction, and employee morale (Ghani et al., 2022). Although the hospitality industry has significantly contributed to Malaysia's economy, the employee turnover rate in this sector remains notably high, reaching 66 percent annually. Consequently, hotels frequently face staff shortages due to this elevated turnover (Miah & Hafit, 2020). According to Samat et al. (2020), organizations offering various support forms enhance employee loyalty while mitigating negative perceptions and attitudes toward the organization. More specifically, research has identified that support in areas such as economic, social, psychological, and training-related factors can play a crucial role in improving employee retention and, in turn, reducing turnover rates (Haldorai et al., 2019; Phuong & Vinh, 2020).

## 2.2 Economic Factor

### 2.2.1 Pay

Insufficient and relatively low pay is a global challenge faced by the hospitality industry that affects employees' turnover intention (Zhao & Ghiselli, 2016). Previous studies reported that poor pay is one of the major causes of employee turnover in the hospitality industry (Dogru et al., 2023; Lu et al., 2016). Employees tend to switch their jobs if they believe their pay is lower than industry norms (Buttner & Lowe, 2017; Alice & Gamor, 2021). Furthermore, numerous studies reported that low pay is linked to poor morale, reduced motivation, and frustration, which will lead to low job productivity (Ko, 2020) and even emotional well-being challenges (Hadi et al., 2018). All these contribute negatively to the industry's reputation and weaken employee loyalty and commitment (Lu et al., 2016). Hence, inadequate wages significantly influence turnover decisions among hospitality employees. Therefore, it is hypothesized that:

**H1:** Economic factors (pay) negatively influence employee turnover intention.

### 2.2.2 Rewards

Rewards could be divided into financial and non-financial rewards or incentives. It is also known as one of the primary concerns of employees leaving the hospitality industry (Morris et al., 2004). A study of employee turnover intention found that monetary rewards reduced turnover (Dhiman & Mohanty, 2010). These findings were consistent with Krishnan et al. (2024), where monetary rewards were found to be one of the critical factors related to employee turnover. Financial incentives, such as bonuses and profit-sharing, are rewards in terms of cash and are normally used to motivate employees by linking their compensation to performance (Novianty & Evita, 2018), whilst non-financial rewards, such as recognition, praise, and acknowledgment, are used to motivate employees without direct monetary compensation (Armstrong, 2002; Fernando & Ranaweera, 2019). Employees are motivated when praised publicly for their good performance, which improves job satisfaction and commitment (Moncarz et al., 2009). Research also indicates that consistent financial incentives increase job commitment and

reduce turnover (Al-Qathmi & Zedan, 2021), while non-financial rewards are negatively correlated with turnover intention in the hospitality industry (Fernando & Ranaweera, 2019). Thus, it is hypothesized that:

**H2:** Economic factor (rewards) negatively influence employee turnover intention.

### **2.2.3 Benefits**

Benefits that the company provides to employees are sometimes known as indirect pay. Employee benefits, including health insurance, leave plans, retirement plans, childcare services, work flexibility, and training expenses, are important in influencing job satisfaction and retention (Goh & Lee, 2018; Zehra, 2025). Evidence suggests that employee benefits are crucial in enhancing institutional commitment, engagement, and retention. Chen et al. (2023) identified that millennial employees place greater emphasis on compensation and benefits, significantly impacting both job satisfaction and turnover intentions. Research has shown that hotels that offer good employee benefits yield more employee commitment and satisfaction, which can be considered an efficient strategy for reducing employee turnover (Li, 2023; Rahman, 2020; Yam et al., 2018). Therefore, it is hypothesized that:

**H3:** Economic factor (benefits) negatively influence employee turnover intention.

## **2.3 Social factor**

### **2.3.1 Co-worker**

Trust between colleagues is a key factor that greatly influences workplace relationships and overall organizational effectiveness. Strong interpersonal relationships within an organization contribute to the development of social capital, enhancing collaboration and overall workplace cohesion (Costa et al., 2018). Trust among colleagues involves self-reliance and confidence in one another's ability to act in a dependable, fair, and ethical manner. Employees who trust their team members believe in the integrity of their words

and expect actions to align with shared commitments. Additionally, trust fosters a supportive environment where employees assist one another rather than exploit their colleagues for personal gain (Gopalan et al., 2023).

In addition, a workplace culture that promotes open communication, knowledge-sharing, and transparency between employees and management fosters positive professional relationships. Conversely, miscommunication or a lack of communication within an organization can lead to feelings of isolation, particularly among new employees who may struggle with unfamiliar work environments, limited experience, and cultural adaptation challenges (Bahrain et al., 2023). Effective communication among co-workers reduces workplace stress and improves employee satisfaction (Tan et al., 2025). Research indicates that employees who feel valued and content in their roles demonstrate higher levels of organizational loyalty, which is reflected in lower turnover rates (Al-Suraihi et al., 2021). From the discussion above, it is hypothesized that:

**H4:** Social factor (co-worker relationships) negatively influences employee turnover intention.

### **2.3.2 Manager or Supervisor**

Leadership is a process of influence between leaders and followers in which a leader seeks to guide and shape followers' behavior to achieve organizational goals (Voon et al., 2011). A study by Ryan et al. (2011) highlighted that employees do not leave jobs but leave ineffective managers. The core evidence supporting this argument is that managers who cultivate a dynamic and positive workplace culture create a fulfilling and comfortable work environment for employees. Conversely, when managers foster a negative organizational culture, employees may become disengaged and resistant to it. Effective leadership involves respecting employees, appreciating their efforts, demonstrating honesty and integrity, promoting efficiency, and maintaining strong communication, ensuring open dialogue and clear instructions (Khairy et al., 2023). A capable and knowledgeable manager serves as a positive role model, inspiring employees through their leadership.



Managers must recognize workers as valuable assets in today's workforce, where employees are more educated and assertive. Traditional authoritarian approaches are no longer effective and may instead lead to adverse outcomes (Mohammad Mosadegh Rad & Hossein Yarmohammadian, 2006). Managers who lack formal management training, leadership skills, and relevant work experience may contribute to increased employee turnover. If a manager passively accepts high turnover without proactive interventions, it will inevitably lead to rising turnover rates, negatively impacting organizational stability and performance. Therefore, strong leadership is essential in fostering employee retention. From the discussion above, it is hypothesized that:

**H5:** Social factor (manager or supervisor relationships) negatively influences employee turnover intention.

### **2.3.3 Working Environment or Conditions**

Halim and colleagues (2021) stated that employees who can effectively "fit" into their work environment are naturally more satisfied and respectful toward their jobs. Conversely, individuals who struggle to adapt to their work environment often experience dissatisfaction, leading to negative outcomes such as boredom, poor job performance, and disengagement. Studies have found that employees who feel a sense of belonging and have positive experiences regarding the organizational environment. Workplace facilities are more likely to remain with their current employer for an extended period (Haldorai et al., 2019). Furthermore, employee "shock" responses, especially on sudden, impactful events in the workplace, can significantly influence their decision to leave an organization (Zimmerman & Darnold, 2009). Berthelsen and colleagues (2011) further explained that these shocks can be perceived as neutral, negative, or positive and may occur unexpectedly or as anticipated events. Workplace shocks can take various forms, including sudden job transfers, unexpected career opportunities, shifts in personal aspirations or responsibilities, conflicts with colleagues, or changes within the organization itself. As Al-Suraihi emphasized (2021), workplace conditions, rather than salary, play the most significant role in employee turnover

decisions. Thus, creating a positive and supportive work environment is crucial for improving employee retention. Therefore, it is hypothesized that:

**H6:** Social factor (working environment or condition) negatively influences employee turnover intention.

## **2.4 Psychological Factors**

### **2.4.1 Job Involvement**

Job involvement refers to an individual's psychological and emotional connection to their job, reflecting how strongly they identify with their current role. According to Kanungo (1982), this sense of involvement is closely related to whether the job effectively fulfills an employee's present needs. It includes perceptions about the meaningfulness of the job itself, the significance of one's tasks, and the extent of personal commitment to those responsibilities (Udo et al., 1997). An individual's level of engagement is shaped not only by personal characteristics but also by external workplace factors. Carmeli (2005) points out that personal traits, such as commitment to one's role, significantly influence job involvement. In addition, external aspects like organizational reputation, job satisfaction, and emotional attachment to the organization play a key role in shaping employee attitudes toward their work (Devi & Subramaniam, 2018).

However, some employees show limited interest in their roles or find it challenging to understand their responsibilities fully. Lee and Liu (2007) noted that senior or higher-level employees sometimes handle tasks beyond their skill set, resulting in confusion and workplace stress. Research by Miller and Monge (1986) and Cotton and Tuttle (1986) further supports that the nature of the job itself significantly impacts employee attitudes, especially regarding satisfaction and commitment. According to Carmeli (2005), employees who feel appreciated and identify positively with their organization's reputation tend to commit themselves more strongly and remain loyal over the long term. In short, encouraging greater job involvement not only boosts individual employee performance but also contributes significantly to overall organizational success. Therefore, it is hypothesized that:

**H7:** Psychological factor (job involvement) negatively influences employee turnover intention.

#### **2.4.2 Personal Characteristics**

Personal characteristics like low confidence and poor personal performance can strongly influence an employee's decision to leave their job (Zeffane, 1994). For example, core self-evaluation (CSE), a framework used to assess oneself, includes critical components such as self-confidence and self-perception (Azalea et al., 2009). Studies indicate a strong, positive link between CSE and job satisfaction over time (Azalea et al., 2009). Furthermore, Ryan et al. (2011) found that when employees receive positive acknowledgment from management, their self-esteem and confidence are strengthened, which significantly scales down their chances of leaving the organization. On the other hand, Chiu and Francesco (2003) define dispositional traits as the degree to which an employee consistently reacts to situations based on ingrained patterns of thought, feeling, and behavior.

For instance, dispositional traits can be categorized into positive affectivity (PA) and negative affectivity (NA). The research revealed that employees with a positive outlook (high positive affectivity) were less inclined to leave their jobs. Conversely, Bernardin (1977) noted that individuals exhibiting high negative affectivity (NA) typically demonstrate withdrawal behaviors and frequently pursue changes in their careers or personal lives. As such, employees with positive emotions are normally more adaptable to workplace changes and dissatisfaction, and are normally linked to a higher level of organizational commitment and are less likely to leave their workplace (Wilkins et al., 2014). From the discussion above, it is hypothesized that:

**H8:** Psychological factor (personal characteristics) negatively influences employee turnover intention.

### **2.4.3 Personal Life and Family**

Conflict between work and family has been reported as a major challenge for organizations (Huang et al., 2024) and is identified as a key contributor to turnover intentions (Obrenovic et al., 2020). This issue arises when employees struggle to balance their responsibilities at work with family obligations. Demanding workplace conditions, such as extended working hours, weekend and holiday shifts, low wages, and a lack of compensation for overtime, further limit employees' available time and energy for family commitments. This tends to create tension and stress and may lead to job burnout. This issue is even more significant in the hospitality industry as hospitality workers normally work according to shift-based schedules and always experience difficulties in maintaining their work-life balance. As such, this led to thoughts of leaving the job, especially for those who have substantial family commitments (O'Neill & Follmer, 2020). In Taiwan, for example, poor work-life balance and job instability are particularly challenging for women, as they often shoulder traditional household and childcare responsibilities (Cheng et al., 2023). This imbalance contributes to a higher turnover rate among female employees compared to their male counterparts. From the discussion above, it is hypothesized that:

**H9:** Psychological factor (personal life and family) negatively influences employee turnover intention.

## **2.5 Training and Development Factor**

### **2.5.1 Career Development**

A well-structured and equitable career development system should provide consistent and fair opportunities for all employees to advance within the organizational hierarchy or transition into other functional areas within the company to broaden their skill set (Carmeli et al., 2007). Promotion is a key determinant of career development, as it serves as a managerial tool for identifying and predicting an employee's potential for advancement. The opportunity for promotion motivates employees to perform better and achieve higher productivity levels. According to Haldorai et al. (2019), while promotion

may not directly impact turnover, it is a strong motivational factor that discourages employees from leaving. Generally, promotions reduce turnover intentions and contribute to longer employee tenure within the organization.

Pradhan and Shrestha (2021) also emphasized that career development systems should be tailored to meet employees' evolving needs and expectations. Since employees' career aspirations and personal goals change over time, organizations must adopt a flexible and inclusive approach to career planning, job progression, and role diversification. As claimed by Chan et al. (2016), a well-structured and effective career development framework enables employees to enhance their self-awareness and facilitate the exploration of their personal interests and values. However, organizations that do not offer clear career development opportunities often find it challenging to retain talented employees. Employees are more likely to seek employment elsewhere that provides better chances for career progression and opportunities (Sitati et al., 2016). Hence, it is hypothesized that:

**H10:** Training and development factor (career development) negatively influences employee turnover intention.

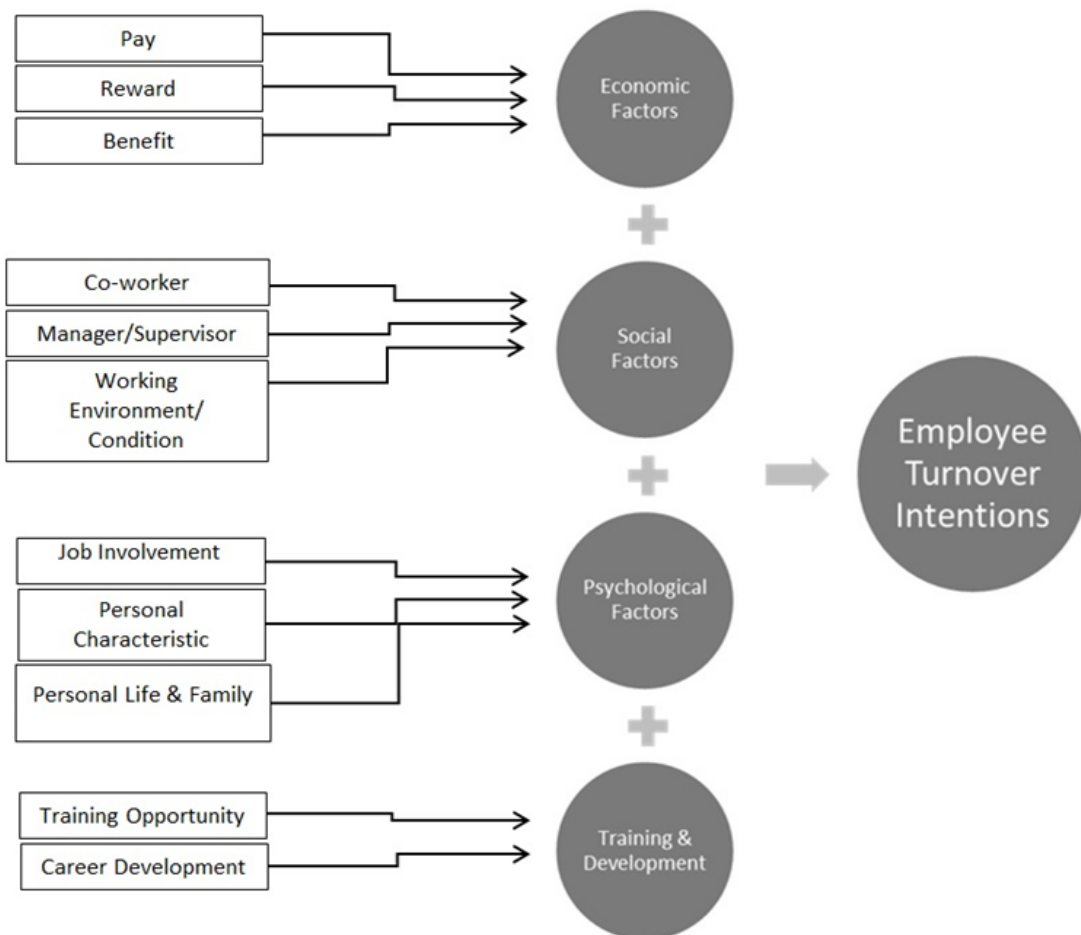
### 2.5.2 Training Opportunity

Numerous studies also highlighted that sufficient training opportunities that enhance employees' skills tend to have a negative relationship with turnover intentions. This is because the trainings enable employee to take on greater responsibilities and progress in their careers (Moncarz et al., 2009). This is supported by Human Capital Theory, which emphasizes employees' investment in skills and abilities that help improve their commitment to an organization (Nkosi, 2015). Similarly, Jaworski et al. (2018) found that organizations that invest in comprehensive training opportunities typically experience lower turnover rates. On the other hand, Mirić and Slavkovic (2023) claimed that hotels with insufficient training programs face higher employee turnover, negatively impacting service quality and profitability. It is also important to note that in some cases, companies with intensive training programs face high job termination rates, as enhanced

skills may increase employees' marketability, leading them to seek better opportunities elsewhere. Therefore, for training programs to be effective in reducing turnover, they should be directly relevant to employees' roles and contribute to their career growth within the organization. Therefore, it is hypothesized that:

**H11:** Training and development factor (training opportunity) negatively influences employee turnover intention.

Therefore, the research framework for this study is shown in Figure 1.



**Figure 1: Research Framework**

### **3.0 Methodology**

The survey comprises seven sections across seven pages, totaling 76 questions. Firstly, Section A gathers respondents' profiles and demographic details. Secondly, Section B assesses economic factors through 18 statements, divided into three dimensions: pay, rewards, and benefits. Thirdly, Section C evaluates social factors with 18 statements covering co-workers, managers or supervisors, and the work environment. Next, Section D examines psychological factors using 18 statements across job involvement, personal characteristics, and work-life balance. Then, Section E focuses on training and development factors with 12 statements, divided into training opportunities and career development. Lastly, Section F measures employee turnover intention through six statements adapted from Michaels and Spector (1982), utilizing a 5-point Likert scale. All the questions were adapted from relevant literature with good reliability and validity.

Employees who are working in five-star hotels were the target respondents. Google Forms via email and an in-person data collection method were used to distribute the questionnaire to 500 participants. This study used the non-probability sampling of convenience sampling due to time and cost constraints. Also, getting the updated list of five-star hotels in Malaysia is difficult. In addition, a total of 120 responses were gathered, yielding a response rate of 24 per cent. A pilot test of the questionnaires was conducted with a sample of 10 selected employees to help the researcher identify potential errors before the field study. Cronbach's alpha was used to determine the reliability of various constructs, and all the items obtained a value exceeding the 0.7 threshold, aligning with the standard criterion for reliability. A stepwise multiple regression analysis was conducted to examine the predictors of employee turnover intention.

## **4.0 Results**

### **4.1 Profiles of Respondents**

Table 1 shows that 67.5% of the respondents are female, and most are 23-28 years old. Besides, 42.5% are Chinese and single (51.7%). The majority of the respondents have a

degree (46.7%) qualification. On top of that, 45% of the respondents have 1-2 years of working experience. The questionnaires were distributed to various positions in the hospitality industry, and the details can be seen in Table 1.

**Table 1: Profiles of Respondents**

<b>Profile</b>	<b>Number of respondents</b>	<b>Category</b>	<b>Count</b>	<b>Percentage (%)</b>
Gender	120	Male	81	32.5
		Female	39	67.5
Age	120	17-22	20	16.7
		23-28	54	45
		29-34	27	22.5
		35-45	13	10.8
		46-55	6	5
Race	120	Malay	45	37.5
		Chinese	51	42.5
		Indian	21	17.5
		Others	3	2.5
Marital Status	120	Single	62	51.7
		Married	50	41.7
		Divorced	8	6.7
Education	120	SPM	24	20
		STPM/Foundation	7	5.8
		Diploma	30	25
		Degree	56	46.7
		Master	3	2.5
Length of service	120	<3 months	8	6.7
		3-6 months	18	15
		7-12 months	15	12.5
		1- 2 years	54	45
		3-5 years	20	16.7
		>5 years	5	4.2
Department	120	Sales & Marketing	20	16.7
		Account Finance	14	11.7
		Human Resource	15	12.5
		Front Office	18	15
		Banquet & Event	5	4.2



Housekeeping	11	9.2
F & B Service	5	4.2
Security	7	5.8
Engineering/ IT	9	7.5
Top Management	3	2.5
Others	13	10.8

## 4.2 Descriptive Analysis

Table 2 presents the descriptive statistics and indicates a moderately high level of intention to leave the job among respondents (mean = 3.87). Among the factors influencing turnover intention, training and career development emerged as the most significant (mean = 4.07), followed by economic factors (mean = 3.76), social factors (mean = 3.74), and psychological factors (mean = 3.50).

**Table 2: Descriptive Statistics on Factors and Turnover Intention of the Respondents**

Factors	Mean	Std. Deviation	N
Economic Factor	3.76	0.879	120
Social Factor	3.74	0.939	120
Psychological Factor	3.50	0.987	120
Training & Development Factor	4.07	0.670	120
Turnover Intention	3.87	0.798	120

## 4.3 Hypothesis Testing

Table 3 reveals that all pairwise correlations are negative. Among the eleven dimensions, pay exhibits the strongest negative correlation (-0.946), followed by co-worker relationships ( $r = -0.920$ ), manager/supervisor relationships ( $r = -0.916$ ), rewards ( $r = -0.872$ ), personal life and family ( $r = -0.861$ ), job involvement ( $r = -0.847$ ), and benefits ( $r = -0.846$ ). Other predictors, including personal characteristics, work

environment/conditions, and training opportunities, also show strong negative correlations. Career development has the weakest correlation ( $r = -0.582$ ).

**Table 3 Pearson Correlations for Significant Predictors of Turnover Intention**

Variable	Pearson Correlation Sig. (2-tailed)	Significance (p-value)	Number of Respondents
Pay	-0.946**	0.000	120
Reward	-0.872**	0.000	120
Benefit	-0.846**	0.000	120
Co-worker	-0.920**	0.000	120
Manager/Supervisor	-0.916**	0.000	120
Working Environment/Condition	-0.725**	0.000	120
Job Involvement	-0.847**	0.000	120
Personal Characteristic	-0.780**	0.000	120
Personal Life and Family	-0.861**	0.000	120
Training Opportunity	-0.703**	0.000	120
Career Development	-0.582**	0.000	120

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A stepwise multiple regression analysis was conducted to identify the key predictors of employee turnover intention. The results (Table 4) indicate that only three factors—economic factors, social factors, and training and development—significantly influence turnover intention. Additionally, 88.2% of the variation in employee turnover intention can be explained by variations in economic factors, social factors, psychological factors, and training and development factors.

**Table 4: Multiple Regressions**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.152	0.171		0.891	0.375
Economic Factor	0.398	0.075	0.438	5.328	0.000*
Social Factor	0.298	0.079	0.351	3.801	0.000*
Psychological Factor	0.058	0.064	0.071	0.901	0.370
Training & Development Factor	0.222	0.045	0.186	4.969	0.000*

**Table 5: Summary of Model**

Model Summary	
R <sup>2</sup>	0.882
Adjusted R <sup>2</sup>	0.878
F-value	214.612
Sig. F	0.000
Dependent Variable	Turnover Intention

Note: \*  $P < .000$

According to the result of the multiple regression above, economic factors (H1-H3), social factors (H4-H6), and training & development factors (H10-H11) are significantly correlated with turnover intention. However, psychological factors, which consist of job involvement, personal characteristics, and personal life and family, did not show a significant relationship. Hence, all hypotheses are supported, whereas H7-H9 are not supported.

## **5.0 Discussion and Implications**

The multiple regression analysis findings indicate that social, economic, and training and development factors are significantly correlated with turnover intentions. Therefore, the following section will further discuss these factors.

### **5.1 Economic factors**

Pay is a key component of the economic factors and is identified as one of the most significant predictors of employee turnover. This aligns with the past study of Lee et al. (2006), which also found that employees' pay has a significant negative relationship to employees' turnover intention. It is further affirmed by Jolly et al. (2021), Carraher (2011), and Singh et al. (2010), who also held the same result. Dissatisfaction with salary often leads employees to consider leaving their current job. Bonache (2005) states that a higher salary positively influences job satisfaction and reduces turnover intentions. Since most individuals work to sustain their livelihood and improve their quality of life, competitive pay plays a crucial role in their employment decisions. Furthermore, the hospitality industry, which operates 24/7, often requires employees to work overtime and extended shifts. Given these demanding work conditions, offering fair and competitive wages aligned with market rates helps enhance employee satisfaction and retention.

In addition, the findings suggest that employees are more likely to remain in the hospitality industry if the reward system is fair, transparent, and based on job performance. The findings are consistent with the study of Krishnan and Rathakrishnan (2024) in Malaysia, where hotel employee turnover resulted in both financial and non-financial employee rewards from the economic factor being significantly and negatively related to employees' turnover intention. In the study of Cao et al. (2013) and Sethunga and Perera (2018), it is also shown that rewards have a significant impact on the employees' turnover intention. Morris et al. (2004) also highlighted that rewards are a form of exchange for employee effort and organizational commitment. A well-structured reward system not only motivates employees but also encourages them to contribute more effectively, thereby increasing overall productivity.

Moreover, employee benefits also play a significant role in turnover intentions. According to Lee et al. (2006)'s study, it also shows that benefits have a significant negative relationship to employee turnover intention. Similarly, in the paper of Jolly et al. (2021) and Sija (2021), benefits also significantly influence employee turnover intention. Organizations that provide attractive benefits tend to experience lower turnover rates, as employees assess both the monetary and psychological costs of leaving before making a decision. Some commonly valued benefits in the hospitality industry include staff meals during work hours, employee accommodation, discounted staff rates, long-service awards, and additional perks. Recognizing employees' dedication from day one fosters a positive work environment, leading to higher job satisfaction, improved service quality, and increased business profitability. Organizations can enhance employee retention, strengthen job commitment, and sustain business success in the hospitality industry by ensuring competitive pay, fair rewards, and attractive benefits.

## **5.2 Social factors**

The research findings had shown that co-worker relationships significantly influence employee turnover intentions and were identified as the second most significant factor in multiple regression analysis. Co-worker relationship is also found to be significant in studies such as Gaire (2023) and Kularathne and Senevirathne (2020). In addition, it is also discussed by Xu et al. (2018) that proper co-worker support will buffer the employee turnover. Most respondents expressed dissatisfaction with their relationships with colleagues, particularly regarding open and honest communication, teamwork, and mutual support, which are essential for enhancing job performance. One possible reason for this issue is that hotels may lack a structured system for organizing staff into teams based on background, behavior, skills, and cultural compatibility. As a result, communication barriers and weak team spirit may arise, leading to workplace dissatisfaction and increased turnover.

Furthermore, supervisors play a crucial role in employee retention. According to Bergiel et al. (2009), supervisory relationships are both directly and indirectly linked to voluntary turnover. On the other hand, a study conducted by Rathi and Lee (2017) had

claimed that a supervisor plays a significant role in influencing employees' retention and turnover. Similarly, Bibi et al. (2018) also proved that there is a positive and significant relationship between supervisor support and employee retention. This means employees are more likely to leave an organization if they are dissatisfied with their leader's management style, particularly in cases where supervisors fail to recognize employee contributions, lack leadership skills, struggle with communication, or do not effectively guide their teams. For instance, a strong leader should create an environment where employees feel valued, heard, and motivated, ensuring alignment with organizational goals and fostering overall success.

Past studies, such as Gharbi et al. (2022) and Lim and Parker (2020), also claimed that social influences have a significant relationship with employee turnover intention. Therefore, hotels that provide well-equipped workplaces and adequate resources contribute to a more comfortable and efficient work setting. A comfortable work environment not only promotes employee well-being but also boosts productivity, as this reduces job-related stress and challenges. In the hospitality industry, hotels that provide accessible workstations, well-maintained equipment, and streamlined job processes can improve work efficiency. With strong relationships among colleagues, effective leadership, and a well-supported work environment, hotels can significantly enhance employees' job satisfaction, thus reducing employee turnover and promoting long-term retention.

### **5.3 Training and Development Factor**

The findings show that training and development opportunities are significant factors in influencing employee turnover intentions. This is consistent with previous research that indicated training directly influences employees' decisions whether to remain or to exit their workplaces (Bergiel et al., 2009; Hequet, 1993). Studies such as Fletcher et al. (2018) and Bibi et al. (2018) had also examined and concluded that training and development display a significant negative relationship to employees' turnover intention. Hence, it is important for the hotel management to provide various training opportunities for hotel staff so that they are able to gain more learning opportunities and strengthen

their skills to improve their performance, and as a strategy for workforce retention. Also, hotel management needs to ensure their employees have access to relevant training programs that align with their job responsibilities and career growth aspirations. Conducting follow-up evaluations to assess training effectiveness can also further help organizations to enhance employee performance and overall productivity.

It is also important that hotels provide career pathways for their employees in order to create a mutual investment type of relationship with their employees (Haldorai et al., 2019). This is important as the perceived lack of career advancement is one of the prime factors in hotel employees' decision to leave the industry. This is especially essential for Gen Y nowadays, who regularly seek fair promotions and clear career paths. This result is consistent with research done by Hassan et al. (2019) that identified career progression as a prime factor driving employee retention; specifically, long-term career development is the key motivator for Gen Y employees. Intention to quit ten to be lower among promotable employees since they considered they were guided and mentored by their supervisors to perform higher roles (Chan et al., 2016). By prioritizing employee training and career development, hotels can cultivate a more engaged workforce, enhance job performance, and effectively minimize employee turnover.

## **6.0 Conclusion and Future Research**

This research aimed to identify the relationship between economic, social, psychological, and training and development factors with turnover intention among Malaysian hospitality employees. The results emphasized that pay, rewards, benefits, co-workers, work superior (manager or supervisor), working environment, training opportunities, and career development are important in the hospitality environment. However, job involvement, personal characteristics, personal life, and family were not significantly correlated with turnover intention. Therefore, hotel management should focus on updating their pay, rewards, and benefits to ensure the packages are highly attractive. They should also focus on enhancing the socially relevant factors, training, and career advancement to ensure their effectiveness. Effective retention strategies must align with the diverse expectations of employees, strengthening their loyalty and reducing the

turnover issue. Future research could delve deeper into the various factors influencing turnover intention among hospitality employees to address associated problems and increase employee retention. It can incorporate various demographic variables such as gender, age, ethnicity, and length of service and explore workplace diversity and gender-related attitudes.

**Author Contributions Statement:** Conceptualization, writing revised introduction and literature, supervision and project administration: C.C.W; First draft of Introduction and literature, methodology, results and discussions: A.L.J; Writing - Review and Editing: O.M.K All authors have read and agreed to the published version of the manuscript.

**Funding Statement:** No funding was received to assist with the preparation of this manuscript

**Informed Consent Statement:** Informed consent was obtained from all participants in this study.

**Data Availability Statement:** Not available

**Acknowledgement:** The authors are grateful for the help from Multimedia University, Ms Lee Pei Tian (Research Officer), respondents who participated in this study, and the editors and reviewers of the International Journal of Management, Finance and Accounting.

**Conflict of Interest Statement:** The authors have no competing interests to declare that are relevant to the content of this study.



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