



## People's intention to leave jobs in hospitality sector after Covid-19: A case study of 5-star hotels in Phu Quoc city, Vietnam

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**Abstract:** *The purpose of this study is to investigate factors that influence the intention of employees in 5-star hospitality industry to leave their jobs after Covid-19 pandemics, although the tourism sector in Vietnam has shown sign of recovery. The investigation takes place in the tourism city of Phu Quoc, Vietnam. In order to conduct this research, the authors acquire 377 valid responses using convenience sampling. This dataset is processed through an SPSS analysis. In terms of findings, among all factors, the paper argues that supervisor support, organizational support, and co-worker support are those significant factors that can help to reduce employees' turnover intention, while job stress can increase such intention in this sector. Other possible elements that might have effects on an employee's turnover intention (i.e.: compensation and career advancement) cannot be identified and validated in this case. With such results, this study hopes to academically contribute a view to the studies of this field, as well as to practically provide more insights to relevant stakeholders in the sector.*

**Key Words:** *turnover intention, hospitality industry, Vietnam, post Covid-19.*

### 1. INTRODUCTION:

The term 'employee turnover' is used to describe the frequency with which workers are replaced by new recruits in an organization. Generally, it has been argued that the high turnover rates in this business are one of the biggest obstacles for human resource management (Nayak et al., 2015). In this regard, staff turnover is both expensive and inconvenient; and solutions that go beyond meeting employees' basic material requirements were also implemented as part of the strategy, which also emphasized salary and benefits (Bryant & Allen, 2013). More particularly, Deery and Jago (2015) analyzed a number of possible approaches in the hotel business. The authors took into account retention initiatives including talent management and flexible scheduling. This research provided literature review and analysis based on a framework that showed potential links between employee dimensions, work-life conflicts, organizational tactics, job-satisfaction results, organizational commitments, and employee retention. In this regard, increasing employee retention may be achieved in part by facilitating a healthy work-life balance. Other studies have also been undertaken by scholars to determine why turnover has remained high in this business and what organizational leaders in this industry should do to reduce turnover (AlBattat & Som, 2013; Sharon et al., 2014). Although most researchers have proposed that organizational characteristics including commitment, engagement, satisfaction, and remuneration might impact turnover (Kara et al., 2013), the subject remains nebulous and deserves additional investigation, especially in the post-Covid-19 context.

In hospitality industry, in terms of both size and scope, this business said to be one of the fastest-growing sectors of the economy. As a service sector, hospitality relies heavily on its workforce, hence the industry's high turnover rate is naturally a source of anxiety (Iverson & Deery, 1997). Tourism and hospitality industry make a significant contribution to the economies of many nations and provides employment for millions of people worldwide (Vasquez, 2014). And workers in this industry are crucial to the success of the business because of the interplay between the production and service elements that characterize the sector (Faldetta et al., 2013). As a result, the hotel industry's high turnover rates are troublesome.

Turnover intention is the degree to which workers are aware of, or have ideas about, leaving their current position (Akgunduz & Eryilmaz, 2018). Employee turnover and turnover intention have been linked to a wide range of factors, including work fulfillment, supervisor support, etc. (Aselage & Eisenberger, 2003; Harrison et al., 2006; Schaubroeck et al., 1989). Many studies have looked at why people choose to leave the hospitality business and what variables may have the greatest impact on employees' decisions to leave (Lam & Chen, 2012; Kim, 2008; Min et al., 2005). While a range of relevant theories are pertinent to the hospitality business, the theories of emotion, stress and coping, and work resources are especially important for understanding turnover intention of employees in this sector. In details, in the following parts, this paper will explore and analyze whether and how supervisor support, organizational support, co-worker support, compensation, career advancement, and job stress influence people's turnover intention in this field and their relevant implications, using relevant data collected in Phu Quoc Island, one of the leading tourist destinations in Vietnam.



## 2. LITERATURE REVIEW:

In the hospitality sector, employee turnover and turnover intention have received a significant amount of attention in recent years (Hinkin & Tracey, 2000; Cho et al., 2009) as researchers attempt to gain a better understanding of the phenomena and its effects on hospitality firms. Regarding the factors in term of 'support' that help to determine turnover, there have been meta-analyses done. Therein, Currrivan (1999) defined supervisor support as the level of deference shown by an employee in a higher position to an employee in a subordinate one within the company. According to Casper et al. (2011), the term 'supervisor support' refers to an employee's overall opinion of how much their superiors respect and support them in their work. Researchers in the hospitality industry have paid a lot of attention to the impact that managers have on their staff. Scholars in the hotel industry have focused a lot of attention on the links between turnover intention and factors like leader-member exchange (LMX) and perceived supervisor support (PSS) (Karatepe & Vatankhak, 2014; Kim et al., 2010). According to Aselage and Eisenberger (2003), managers have dual roles, both as representatives of the company and as independent actors. Therefore, employees' sentiments about the organization and their purpose to leave the company are influenced by supervisors' supportive conduct (Panaccio & Vandenberghe, 2009; Rhoades & Eisenberger, 2002). As stated by Newman et al. (2012), an increase in supervisor support and degree of commitment can decrease workers' desire to leave the company. The assistance of superiors is essential in ensuring the continued productivity of employees (Gentry et al., 2006); employees tend to look to their supervisors as their major point of reference (Maertz et al., 2007). In this study, as a result, the first hypothesis (H1) is constructed as follows: supervisor support has a significantly negative impact on employees' turnover intention.

Secondly, according to Cho et al. (2009) and Iverson & Deery (1997), organizational support is the degree to which an organization values its employees' contribution and supports their work (i.e.: the social exchange connection that is developed between an individual and his or her employer). And it is claimed that someone who has supports from the organization is less inclined to look for work elsewhere (Tuzun & Kalemci, 2011; Eisenberger et al., 1990). Research has shown that the factor of 'organizational support' is the most reliable indicator of whether an employee would leave the current position (Maertz et al., 2007). Loi et al. (2006) proposed that increased organizational support would reduce employees' intentions to leave the and employees' willingness to maintain membership with the organization as a result of increased organizational support. In other words, employees who report high levels of organizational support are therefore more likely to stay. Numerous research has demonstrated a negative correlation between organizational support and both employee turnover and turnover intentions (Cropanzano et al., 1997; Randall et al., 1999; Wayne et al., 1997; Rhoades et al., 2001). As a result, in this study, the second hypothesis (H2) is organizational support has a significantly negative impact on employees' turnover intention.

Thirdly, co-worker support is defined as the level of care, friendliness, and solidarity shared among employees of the same organization (Griffeth et al., 2000; LaLopa, 1997; Sims, 2007; Yang, 2008). Similarly, according to Kim et al. (2017), the concept of co-worker support refers to the degree to which workers feel they get support in the workplace interactions from their peers. Support from co-workers has been cited as a factor in keeping workers around (George, 2015). Having people around who are able to comprehend and empathize with the incidents that happen in the workplace and the emotions that follow for both pleasant and difficult encounters may help reducing the impact of anxieties. As a result, the factor of 'co-worker support' was found to be inversely related to job stress (Frone et al., 1997); in other words, it is believed that employees who do not have any co-worker support may suffer more from the effects of the job stress. Furthermore, having friends at work might reduce the likelihood that people will quit the job (Thompson & Prottas, 2006). However, Mossholder et al. (2011) argued that support from co-workers was not a reliable factor for employee departure. Therefore, with conflicting findings about the link between social connections at work and people's intention to leave, the following hypothesis is formed as H3: co-worker support has a significantly negative impact on employees' turnover intention.

Next, compensation refers to the extent to which workers believe that they are receiving a reasonable wage in exchange for their efforts and that this wage is similar to that offered by other businesses (Griffeth et al., 2000; Gustafson, 2002; Sims, 2007; Walmsley, 2004). In details, Kuria et al. (2012) conducted a study in three- and five-star hotels in Kenya and identified elements that may affect turnover intentions, including management style, workplace environment, remuneration and benefits packages. The authors argued that performance of the company is a factor that impacts employee turnover (i.e.: employees who believe that their company is in a precarious financial position may predict that they will be laid off in a near future and may voluntarily resign). As a result, in this study, the next hypothesis (H4) is compensation has a significantly negative impact on employees' turnover intention.

On a different note, there has been significant controversy over the role of career advancement as a predictor of desire to leave an organization, and the organizational literature has focused less on this aspect than it has on other ones. Career advancement is known as the level to which workers in this company have access to a sufficient number of possibilities for their own professional growth in the coming years (Hartman & Yrle, 1996; Iverson & Deery, 1997; Lalopa, 1997; Sims, 2007; Walmsley, 2004). As jobs in the tourism industry are typically regarded as low-skilled jobs that offer few chances to advance one's career (Choy, 1995; LaLopa, 1997; Walmsley, 2004), career advancement in the form of promotional opportunities was found to be a significant factor in employee turnover in the hotel industry (Hartman & Yrle, 1996). McCabe (2001) also found that employees in the conventions and exhibitions business are content with their career progress within the industry, but they would consider leaving if there was an open employment that offered promotion and income options. Sims (2007), on the other hand, found that the satisfaction component, which included career and acquiring work experience, did not play a major role in the desire of resort employees to voluntarily terminate their employment. In this study, the fifth hypothesis (H5) is formed as: career advancement has a significantly negative impact on employees' turnover intention.



Finally, job stress refers to an emotional state triggered by any of the known or suspected sources of tension in the workplace. A person's capacity, work duties, job features, workplace, interactions with coworkers, role conflicts, and excessive workloads are all examples of workplace elements that can contribute to stress at the job (Jou et al., 2013; Tsaur & Tang, 2012). Previous research has highlighted why it is crucial to take workers' workplace stress seriously (O'Neill & Davis, 2011; Tziner et al., 2015). When employees are under a great deal of stress on the job, it shows in their work, the service they offer customers, and their attitudes and actions (O'Neill & Davis, 2011). Stress in the workplace may potentially damage the health of the worker; hypertension, cardiovascular disease, immunological illness, obesity, and depression are only some of the physical and mental health issues linked to it (Ganster & Schaubroeck, 2016). This may influence workers' decisions to avoid stressful situations for their own health and well-being, while the hotel sector is notorious for its long, irregular hours, which can lead to sleep difficulties and other health problems (Law et al., 1995; Tziner et al., 2015). As a result, in this study, the final hypothesis (H6) is job stress has a significantly positive impact on employees' turnover intention

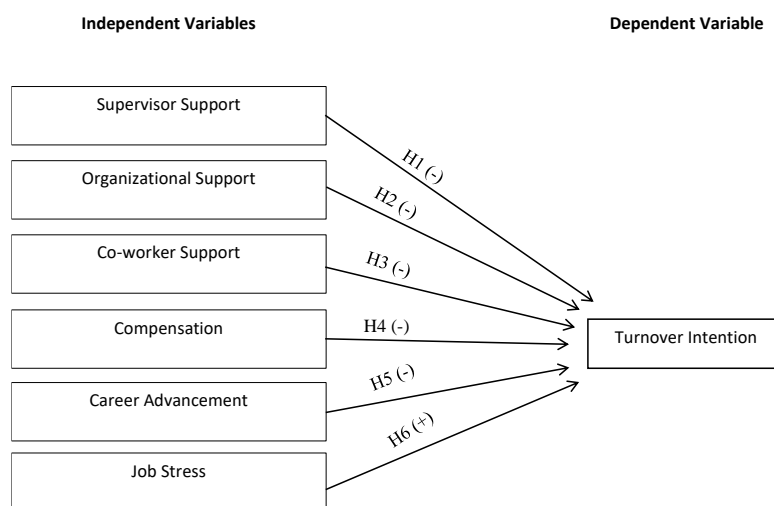


Figure 1: Conceptual framework – Adapted from (Kim, 2012)

### 3. METHOD:

This quantitative research uses primary data (i.e., surveys). In details, employees of 5-star hotels/ resorts in Phu Quoc Island, Vietnam (including Vinpearl, Radisson Blu, Nam Nghi, Fusion, Movenpick, Salinda, Pullman, Novotel, InterContinental, Crowne Plaza, Premiere Village, Rpremiere Residences, JW Marriott, New World) are the targets for this research. They come from all departments (Front Office, House Keeping, Food & Beverages, Finance, Marketing, etc.) and at different job levels (i.e.: from entry to managerial levels).

Table 1: Measurement Scales with Modifications

Constructs & Code	Item Code	Questions
Supervisor Support (SS)	SS1	My supervisor has the ability to suggest alternative solutions
	SS2	My supervisor and I have a good relationship
	SS3	My supervisor treats the employees equally
	SS4	My supervisor has work ethic
	SS5	My supervisor seems willing to listen to my problems
	SS6	My supervisor has trust in the work that I do
	SS7	My supervisor distributes the work fairly
Organizational Support (OS)	OS1	The company tries to make my job as interesting as possible.
	OS2	The company is willing to help its employees.
	OS3	The company has a good system to protect its employees.
	OS4	The company has the proper environment for me to perform my job to the best of my ability
	OS5	The company is equipped with employee benefit services and facilities
	OS6	The company is interested in the health and well-being of its employees
	OS7	The company sees to value my contribution at work.
	OS8	The company provides adequate opportunities for me to improve my ability.
	CS1	My co-workers are willing to help my work.
	CS2	My co-workers and I have a good relationship.



Co-worker support (CS)	CS3	My co-workers have enough ability to perform their job tasks.
Compensation (C)	C1	I am adequately paid.
	C2	My salary is relatively high comparing to other travel agencies.
	C3	The company provides adequate monetary reward for my accomplishment.
	C4	The company provides adequate non-monetary rewards for my accomplishment
Career advancement (CA)	CA1	I am performing professional jobs rather than trivial jobs
	CA2	My job tasks are helpful for professional growth and development.
	CA3	I have enthusiasm for performing my job tasks.
Job stress (JS)	JS1	I have a proper amount of work to do.
	JS2	My working hours are regular.
	JS3	There is flexibility in scheduling my work.
Turnover Intention (TI)	TI1	I am looking for other jobs
	TI2	I will quit my job in the near future
	TI3	I am thinking about switching to another travel agency.
	TI4	I am thinking about working in another business or industry

Source: Adapted from (Kim, 2012)

The IBM SPSS Statistics 26 program is utilized throughout the entirety of the primary data analysis method that will be carried out in this investigation. SPSS has been the most acceptable and effective tool to analyze the data since the researcher decided to employ descriptive statistics, reliability tests, exploratory factor analysis (EFA), correlation analyses, and multilinear regression.

#### 4. RESULT AND DISCUSSION:

Table 2: Correlations

	SS	OS	CS	C	CA	JS
Pearson Correlation	-0.558**	-0.554**	-0.553**	-0.379**	-0.462**	0.575**
Ti Sig. (2 tailed)	0.000	0.000	0.000	0.000	0.000	0.000
N	377	377	377	377	377	377

Source: authors

Correlation analysis between independent and dependent variables: It is observed that this study has successfully highlighted the impact of each independent variable on employees' turnover intention in this sector. With a sample size of 377, it is evident from the table that all parameters would be correlated in some way with respondents' turnover intention unless the influence of other remaining factors is considered. In details, regarding supervisor support, with a Pearson correlation of -0.558, this factor is negatively correlated with 'turnover intention'. Since the significance level is set at = 0.05, and the Sig. value is 0.000, the correlation is determined to be significant. Similarly, 'turnover intention' is negatively correlated with 'organizational support' factor (Pearson correlation = -0.554). Since the significance level is set at = 0.05, and the Sig. value is 0.000, the correlation is determined to be significant. With 'co-worker support' factor, the value of the Pearson correlation between 'co-worker support' and 'turnover intention' is -0.553, indicating that there is a negative association between the two factors. This association is regarded as statistically significant at a level of confidence equal to 0.05 because its Sig. value is 0.000, which is a considerable amount lower than the threshold of 0.05.

Regarding 'compensation' factor, it likewise has a moderately negative Pearson correlation with 'turnover intention', with a Pearson correlation value of -0.379. This number reflects the correlation strength. This association is regarded as statistically significant at a level of confidence equal to 0.05 because its Sig. value is 0.000, which is a considerable amount lower than the threshold of 0.05. With career advancement, there is a negative association link between 'turnover intention' and the factor of 'career advancement' (Pearson correlation = -0.462). It is established that there is a significant correlation between the two variables because the significance level is set at = 0.05, and the Sig. value is 0.000. Finally, regarding 'job stress' factor, on the contrary, there is a positive correlation between 'job stress' and 'turnover intention', as measured by a Pearson correlation coefficient of 0.575. It is established that there is a significant correlation between the two variables because the significance level is set at = 0.05, and the Sig. value is 0.000.

Once the correlation analysis was concluded, a regression analysis was carried out to determine the impact of the independent variables: supervisor support, organizational support, co-worker support, compensation, career advancement, and job stress on employees' turnover intention of Phu Quoc Island's 5-star hotels/ resorts. In the model summary, the 'R-squared' value indicates the percentage of observed relationships between the independent and dependent variables that could be explained solely



by those relationships. As shown by the ‘R-squared’ value of 0.639, the six independent factors may be used to accurately predict the degree of ‘turnover intention’ 63.9% of the period. In addition, the independent variables account for 63.9% of the variability of the dependent variable. The other 36.1% is explained by out-of-model variables and random error. Typically, an ‘R-squared’ score of 1 indicates that a model well explains the data. Moreover, the value 0.000 lower than 0.05 in the ANOVA table is significant. As a result, it demonstrates the importance of this study methodology as well as the dependability of how the independent factors anticipate the dependent variable.

Table 3: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	VIF
		B	Std. Error	Beta			Tolerance	
1	(Constant)	4.898	0.229		21.358	0.000		
	SS	-0.314	0.034	-0.320	-9.207	0.000	0.808	1.237
	OS	-0.260	0.036	-0.258	-7.299	0.000	0.779	1.284
	CS	-0.232	0.033	-0.257	-7.029	0.000	0.731	1.367
	C	0.011	0.034	0.012	0.330	0.742	0.729	1.372
	CA	-0.038	0.033	-0.043	-1.160	0.247	0.722	1.386
	JS	0.257	0.034	0.282	7.611	0.000	0.712	1.405

a. Dependent Variable: TI

Source: authors

Last but not least, with the above table, looking at the column labeled ‘Unstandardized Coefficients’, it can be seen that four out of six components, including SS, OS, CS, and JS, each has a significant value that is lower than 0.05. As a result, the variables SS, OS, CS, and JS are accountable for any modifications in ‘turnover intention’. On the other hand, the factors C and CA are responsible for the opposite effect due to the fact that their significant value is more than 0.05. The fact that the beta values for SS, OS, and CS are -0.320, -0.258, and -0.257 correspondingly strongly suggests that there is a negative linear correlation between these factors and turnover intention. On the other hand, the beta value for the variable JS is 0.282, which indicates a positive linear association between it and ‘turnover intention’. The following is the linear equation that is produced by the SPSS software:  $TI = 4.898 - 0.314*SS - 0.260*OS - 0.232*CS + 0.257*JS$ .

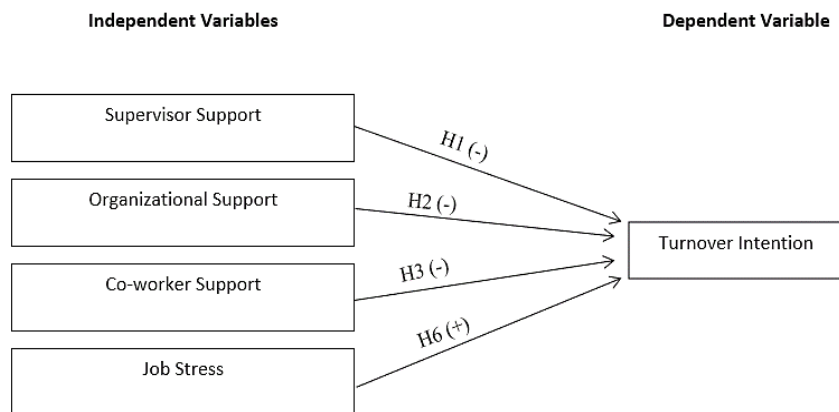


Figure 2: Result model (Source: authors)

## 5. CONCLUSION:

This paper analyzes factors that influence people’s intention to leave their jobs in hospitality sector in Vietnam, especially in post-Covid-19 context where this sector in the country has shown signs of recovery. The data is obtained from 377 responses from employees in 14 five-star hotels/ resorts in Phu Quoc Island, one of the leading tourist destinations of the country. The findings ascertain that, in this case, among all factors, ‘supervisor support’, ‘organizational support’ and ‘co-worker support’ play a crucial role in affecting employees’ turnover intention. In this regard, it is confirmed that these factors have significant negative relationship with ‘turnover intention’; this means improving such supports would help to reduce the leaving intention of employees. In this particular case, on a different note, while ‘compensation’ and ‘career advancement’ factors do not show any link to such intention, it is sufficient to affirm that job stress can increase this intention from employees.



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