Analysis of Psychological Well-being and Turnover intentions of Hotel Employees: An Empirical Study

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ABSTRACT: Turnover intentions can be reduced if the employees feel the organization have met their needs, through improving of psychological well-being. Employees' psychological well-being must be fulfilled, to get their best performance. This study aims to find out the relations between psychological well-being (i.e. autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance and personal growth) and turnover intention of hotel employees. The subjects were 212 hotel employees in Medan, Indonesia. Data were collected using turnover intention scale and psychological well-being scale. The result showed negative correlations between psychological well-being and turnover intentions towards hotel employees. To find out the determinants of turnover intention, a stepwise regression method was used. Based on the stepwise method used, the two predictor variables were found to be of significance in explaining turnover intentions. The two predictor variables were autonomy and positive relations with others. The result of this study will contribute to the guide lines for the policy makers for implementation of better human resource policy and provide evidence in favor of managerial interventions aimed at enhancing employee well-being and, consequently, minimizing the negative effects of an actual turnover in Hotel employee. Implication of this study could help management understand how to reduce the turnover intentions based on the employee and organization needs.

KEYWORDS: Hotel employee, turnover intentions, psychological well-being, cross sectional, human resource, Indonesia.

1 INTRODUCTION

The tourism industry today is probably the most important industry in the world. This industry has been making significant contributions to the economic development of many countries around the world [1]. The survey in 2010 showed that 7,002,944 tourists coming to Indonesia and increasing 10.74% than previous year [2]. The tremendous increase of tourist coming to Indonesia has resulted in the development of hotels in Indonesia.

Globalization and competitive business environment have encouraged service-oriented organizations such as hotel to be proactive in their human resources implementation in order to deliver high quality service to their customer [1]. Hotels fall into the service industry which represents a huge and growing percentage of the world economy; yet customer perception of service are not good. Given the economic growth in services, their profit potential, and overall decline in customer satisfaction with services, it is apparent that the potential and opportunities for establishments who can excel in services delivery have never been greater [3]. Such establishments can only be successful if there are service standards in place and a stable labor [4]. The hotel industry is offering customer service. It mainly adopts a shift-work system; the service offered to the customer emphasizes the harmony and cooperation between each department to achieve the service target [5]. Siao [6] also mentioned that whether a hotel is five-star level hotel is not the most important condition for tourism success. Instead, the important factor is whether the hotel can offer service with good quality. When customers feel good about service quality, the hotel will keep customers and bring further benefits to the enterprise [7].

Investment in employee success leads to employee satisfaction and reduced employee turnover, which in turn allows for the implementation of service standards which are essential for quality customer service. Quality customer service is essential to building customer relationship. Many hotels unfortunately give little priority to stabilizing their labor force, maintaining it preferably as a non-essential variable cost. Such an attitude naturally lays a low emphasis on labor incentives [8].

Numerous problems in the hotel industry have caused high employee turnover rate, making it hard for the enterprise to maintain talent. These problems include: (1) the salary of first-line employees are generally low and their work day is long; (2) they typically work on national holidays, Saturdays and Mondays; (3) the hotel system and welfare are not complete; (4) the ability to be promoted is minimal; and (4) hotels attach importance to service experience [5]. Moreover, employee turnover increases the possibility of losing excellent employees [5].

The increasing awareness of employees' turnover in the hotel industry has become a global phenomenon across the western world. Empirical studies have consistently showed that an excessive employee turnover rate is acknowledged to be one of the most problematic issues and particularly detrimental to the global hotel industry, which ranged about 60 per cent annually [9]-[11]. The traditional constraints such as long working hours, antisocial working hours, low pay, unstable, seasonal employment, low job status make employment within the hotel industry unattractive [1].

Factors affecting employee turnover today have become increasingly complex. The variables affecting job satisfaction are numerous and complex in relation to each other. Nevertheless, among all the possible factors affecting job satisfaction, most studies classify factors such as work environment and coworker relationships as the most influential factors affecting job satisfaction [12]. For the hotel employee, high employee turnover is a serious problem for human resource management at all times [13]. The tourist industry, however, it needs expend a great deal of human resources to offer service [5]. Further, the high employee turnover rate influences the service quality, which causes the cost of personnel, recruitment and training to increase, as well as causes great loss [14]. Therefore, a high turnover rate will induce absolute influence on the hotel's service quality [5].

Employee turnover has adverse consequences for effective organizational functioning. The time and energy devoted to find suitable new employees and the time required for new employees to reach maximum level of productivity may sometimes result in difficulties in achieving organizational objectives [15]. Employee turnover has been costly to organizations [16]. Recruiting, selecting, and training expenses are obvious costs [17]. Employee turnover represents a critical problem to an organization in terms of loss of talent, additional employment and training costs [18].

According to Dess and Shaw [19], indirect costs of turnover include reduction in morale among remaining staff, work overload, and loss of social capital. The impact of employee turnover intentions on organizational effectiveness and employee morale has remained the focus of organizational researchers in recent times [20]-[23]. In the review of antecedents to turnover, Barak, Nissly, & Levin [24] argued that many studies have used turnover intentions rather than actual turnover as the work outcomes because: 1) Employees typically make conscious decision before actually quitting their jobs and 2) It is more practical to inquire from employees their intention to quit in a cross sectional study rather than actually tracking them down via a longitudinal study to see if they have left their organization. For these reasons and consistent with previous researchers [1],[24],[25], turnover intentions is the criterion variable in this study since it has been recommended as a proxy in measuring actual turnover [26].

Cropanzano & Greenberg [27] explained the reasons that led to turnover intentions related to justice. This is the ways in determining whether their workers have been treated fairly in carrying out work activities. Furthermore, the employee intentions to leaving from organization because they feel organization can not provide well-being in the workplace [28]. The well-being of employees is in the best interest of communities and organizations [29]. Employees' well-being is the best interests of employers who spend substantial resources hiring employees and trying to generate products, profits, and maintain loyal customers. To succeed in hiring, employers must provide tangible benefits. However, employees want more than a stable job with pension and benefits. The average adult spends much of his or her life working, as much as a quarter or perhaps a third of his waking life in work. As much as a fifth to a quarter of the variation in adult life satisfaction can be accounted for by satisfaction with work. Employees who have a high level of well-being more cooperative, have a low level of absenteeism, timely and efficient, and can work longer at a company [28]. According to Ryff [30], when individuals have a good psychological wellbeing, they are able to function properly. Psychological well-being has been defined as ''engagement with existential challenges of life" [31].

Ryff and Keyes [32] proposed six dimensions of psychological well-being culled from an extensive literature review, including autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance and personal growth. Furthermore, Ryff [30] describes autonomy as the individuals' capabilty to regulate and evaluate their behavior.

Mastery of the environment is individual's ability to develop and control of complex environments. A positive relationship with others is positive interpersonal relationships with others, mutual trust, have a deep friendship and ability to identify the others as well. The purpose of life is assumed to have the belief that individuals can give meaning and direction to their life. Self-acceptance means the individuals hold a positive attitude toward their self. Personal growth implies individuals have a desire to continue to develop their potential, grow as individuals and to fully functioning.

In the workplace, employee will face the six dimensions of psychological well-being. This was confirmed by Sirgy, Reilly, Wu & Efraty [33] which agued that the workplace has become a social gathering, exchange ideas, meet and exchange experiences with colleagues. Its clearly that employee could not be separated from interpersonal relationships and it could affect their performance at work. Furthermore Cropanzano and Wright [34] also explained that a good of psychological well-being, a higher of work performance.

Psychological well-being is very important in the workplace to reduce the number of turnover intention or the intention to leave, especially in the hotel industry. In this study, we focused on the psychological well-being dimensions that can contribute to turnover intentions. It is little research has investigated the employees' psychological well-being and its influence on their behavioral intentions in the Indonesian hotel industry. Consistent with notion, a better understanding of the dimensions of psychological well-being which lead to hotel employee intentions to quit becomes increasingly relevant? Several studies have concluded that the psychological well-being can reduce job dissatisfaction, intentions to leave and increasing the role of the individual in the organization [16],[27],[35]. Furthermore, turnover also adversely affects the administration of the organization, and staff turnover impact on the financial and social conditions of the working environment [36]. The focus of this study was to analyze how psychological well-being dimensions can influence turnover intentions in hotel employee.

2 LITERATURE REVIEW

2.1 PSYCHOLOGICAL WELL-BEING AND TURNOVER INTENTION

Turnover intention is an early sign of the emergence of turnover behavior, and usually as last options for employee if workplace not relevant to what the expected. For employee, turnover is way out to get better, but for companies it can be a distinct disadvantage [37]. Study conducted by Pasework and Strawser [38] showed that intention to leave refers to the intention of employee to seek other employment alternatives and has not manifested in actual behavior. The desire to move is closely related to employee job satisfaction and organizational commitment. Furthermore, Arnold and Feldman [39] concluded that the higher of job satisfaction correlated with the higher level of intention to stay in the company. According to Beach, Brereton and Cliff [16] turnover is not only detrimental to the company in terms of recruitment costs, training a replacement employee productivity and disruption of the company, but turnover also negatively impact social workers.

Furthermore, Vandenberg and Nelson [40] explained organizational commitment, job satisfaction, and well-being at work as a predictor of the emergence of turnover intentions. Employees who have fulfilled their well-being in the workplace are more productive, contributing to the organization's goals, and low of intentions to leave [28]. Samad [25] also stated the process of identifying factors influence of turnover intentions becomes important to be considered in turn lower of turnover rate in the company. Robertson and Cooper [41] suggested employee well-being contributed towards increase of productivity and organizational performance. It will increase service to customers, profitability, and reduced employee turnover and absenteeism.

Based on the description above, the hypothesis

H1: psychological well-being contributed in reducing turnover intentions

2.2 AUTONOMY AND TURNOVER INTENTION

The concept is often understood as self-determination, independence, and the self-regulation behavior. Resist social pressures to think and act incertain ways; evaluate self by personal standards [42]. Study by Ahuja, Chudoba, George, Kacmar & McKnight [43] found autonomy was negatively correlated to fatigue and fatigue was positively correlated with turnover intentions. This condition indicates that if workers lack the autonomy, their job performance tends to decline and feel like they unskills to work. Furthermore, Ahuja et al [43] explained autonomy influence the individual's perception of the workplace and it impacted to their behavior at work. Study by Ohly and Fritz [44] showed autonomy was positively correlated with proactive behavior. Workers were given the freedom to work, looking at the work as a challenge that motivated to complete their work. Gagne [45] describes a work condition can supports autonomy provided by low turnover rate

workplace. In addition, according to Price [26] autonomy and social support can reduce turnover through positive impact of job satisfaction.

Based on the above, the hypothesis

H2: Autonomy contributed in reducing turnover intentions

2.3   ENVIRONMENTAL MASTERY AND TURNOVER INTENTION

Individual's ability to choose, create, and manage the environment to fit with psychological condition in order to develop themselves is part of the individual's ability to control the environment. Feel competent and create personally suitable contexts [30]. Individuals are also able to control the activity of using the opportunity of the environment effectively [31]. Horn, Taris, Schaufeli, and Schreurs [46] explained mastery of workplace can help workers to improve commitment. Workers who understand the work environment will help them on the job. By understanding the work environment, it also means workers must follow the policies and regulations of the organization, and show good performance although they have to work in less than ideal environments. The work environment has a positive impact on the performance of workers [47]. Work environment that does not conform to employee expectations is a good reason for employee to leave [48].
Based on the above, the hypothesis
H3: Environmental mastery contributed in reducing turnover intentions

2.4   POSITIVE RELATIONSHIPS WITH OTHERS AND TURNOVER INTENTION

Individuals are described as mature individuals and able to foster interpersonal relationships built on mutual trust. Have warm, satisfying, trusting relationships; are concerned about others' welfare; capable of strong empathy, affection, and intimacy; understand give-and-take of human relationships. Individuals also have a strong feelings of sympathy and compassion towards human beings, has a deep friendship and ability to identify the others as well [30]. Robbins [12] stated the work would be an interaction both of colleagues and superiors. When individual have a good psychological wellbeing, they able to function properly. Thus, it would be optimal to do all the duties and responsibilities as individuals and has positive relationships with others. Interpersonal relationships affect to work performance. Strong group bond can form and maintain interpersonal relationships that sense of belonging in the group [49]. The relationship of this group can provide the commitment and job satisfaction, and could prevent negative predictors of intention to leave [35]. Furthermore, the study by Hasan and Subhani [50] found the relationship between superiors and subordinates correlated with turnover intentions. If employees have a positive relationship with co-workers then the employee will be loyal and committed to the organization [51]. According to Lee, Huang and Zhao [52], Workers relationships, salary level, and organizational commitment are important factors that influence employee turnover intention.

Based on the above, the hypothesis

H4: Positive relationship with others contributed in reducing turnover intentions

2.5   PURPOSE IN LIFE AND TURNOVER INTENTION

Individuals are assumed to have the confidence, can give meaning and direction to their life. Have goals and a sense of direction in life; present and past lives are meaningful; hold beliefs that give purpose to life. Individuals need a clear understanding of the purpose and direction of life [30]. Thus, it was concluded that the positive function of this dimension is to have a goal, purpose, and direction, all of which contribute to the feeling that life is meaningful. Satisfaction with one's life implies satisfaction with one's life circumstances or fulfillment of one's desires and needs are consistent with the overall purpose of life [53]. Workers' life satisfaction is also related to work behaviors such as performance, passion and desire to get out of work [54],[11]. If workers feel the work is not consistent with the goals of life, they become excited and tend to look for another job that suits their purpose.

Based on the above, the hypothesis

H5: Purpose in life contributed in reducing turnover intentions

2.6   SELF ACCEPTANCE AND TURNOVER INTENTION

Ryff and Singer [42] stated individuals should be able to understand themselves and feel positive. Possess positive attitude toward the self; acknowledge and accept multiple aspects of self; feel positive about past life. Individuals who have a

positive self-acceptance will recognize and accept both strengths and weaknesses. When they feel good about themselves, and realize they also have a weakness, it shows a high level of self-acceptance [55]. Employees who have good psychological well-being will be accepted themselves, low level of absenteeism, and can work longer at the organization [28]. If employees behave according to the values of the organization, it will ultimately bring benefits to the organization. Study by Milliman, Czaplewski, and Ferguson [56] found individuals can understand themselves will be more eager to work and consequently they have no intentions to get out of the organization.

Based on the description, the hypothesis

H6: Self acceptance contributed in reducing turnover intentions

2.7 PERSONAL GROWTH AND TURNOVER INTENTION

Ryff [30] describes the personal growth as individual feelings of continued development and potential and open to new experiences, an improvement in behavior, and change self-knowledge effectively. Price [26] suggests the opportunity for promotion and support of supervisors to remind potential to reduce worker turnover intention through the positive impact of employee commitment to the organization. Moncarz, Zhao & Kay [57] showed that chance of promotion, training and development of employees directly affected the decrease in employee turnover. Furthermore, Yin and Yang [58] revealed that internal environmental factors such as job stress, leadership style, superior and subordinate relationships, opportunities for advancement and administrative policies are significantly related to organizational turnover intentions. Study by Shields and Ward [59] showed dissatisfaction with promotion and training opportunities, have a strong impact on turnover than workload or salary. So, if the organization fails to provide the opportunity for employees to develop, they will quit [60].

Based on the above, the hypothesis

H7: Personal growth contributed in reducing turnover intentions

3 MATERIAL AND METHOD

3.1 PARTICIPANTS

The sample of this study was the full time of hotel employees in Medan, Indonesia. Two hundred and forty seven questionnaires (including scales of psychological well-being and turnover intentions) were distributed among employees. The two hundred and twelve questionnaires of the employees returned the questionnaires. In this regard response rate was 86%.

3.2 INSTRUMENTS

3.2.1 PSYCHOLOGICAL WELL-BEING

The instrument was the psychological well-being scale adopted from Ryff and Keyes [32]. The subjects of this study were requested to respond using five-point scaled response options ranging from strongly disagree (1) to strongly agree (5). This scale has six components, including autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance and personal growth. Higher scores will signify elevated degree of psychological well-being. This scale consists of 33 items and the Alpha Cronbach coefficient of reliability is 0.940.

3.2.2 TURNOVER INTENTIONS

The instrument was turnover Intentions scale and consisited some aspects of intentions (i.e, attitude towards the behavior, subjective norms, and perceived behavioral control) suggested by Azjen [61]. The subjects of this study were requested to respond using five-point scaled response options ranging from strongly disagree (1) to strongly agree (5). Higher scores will signify elevated degree of turnover intentions. This scale consists of 24 items and the Alpha Cronbach coefficient of reliability is 0.880.

3.3 DATA ANALYSIS

This study examined the relationship between psychological well-being (i.e, autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance and personal growth) and turnover intentions. Furthermore, to find out the determinants of turnover intention, a stepwise regression method was used.

3.4 RESULT

The statistical analyses were computed using SPSS version 17.0 for Windows to extract the data and results. There were several results from the study. Pearson correlation was used to measure correlation between psychogical well-being (autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance, and personal growth) and turnover intentions. It showed each of the dimensions of psychological well-being correlated with turnover intentions. The results seen in table 1. To find out the determinants of turnover intentions, a stepwise regression method was used. Based on the stepwise method used, the two predictor variables were found to be of significance in explaining turnover intentions. The results seen in Table.2. The two predictor variables were autonomy and positive relations with others. The R-squared was 0.384; it implied that the two predictor variables explain about 38.4 of the variance in turnover intentions. This is quite a respectable result. As depicted in the coefficients table (Table 2), the estimates of the model coefficients for β_0 is 117.034, β_1 is -1.899 and β_2 is -.860. Therefore, the estimated model is as below:

Y (Turnover intentions) = 117.034 -1.899 (X1) - .860. (X2) + e
Where:
X 1 = autonomy
X 2 = positive relations with others

Table 1. Correlations among variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Turnover intention	68.377	12.356								
2. Psychological well-being	117.825	17.814	-.539**							
3. Autonomy	17.193	2.683	-.560**	.773**						
4. Environmental mastery	21.518	5.047	-.324**	.765**	.459**					
5. Positive relations with others	21.080	3.953	-.507**	.865**	.677**	.559**				
6. Purpose in life	18.617	3.403	-.493**	.825**	.622**	.480**	.663**			
7. Self-acceptance	14.839	2.569	-.426**	.811**	.575**	.474**	.682**	.686**		
8. Personal growth	21.033	3.552	-.385**	838**	.575**	.530**	.529**	.537**	.686**	

Notes: ** $p<0.01$

Table 2. Summary of estimates of coefficients for the model

	B (Unstandardized Coefficients)	Std. Error	Beta (Standardized Coefficients)	F	t
Constant	117.034	4.665		55.656	25.086**
Autonomy	-1.899	.328	-.412		5.782**
Positive relations with others	-.860	.259	-.237		3.319**

Notes: ** $p<0.01$, R = 0.589; R^2 = 0.384

4 DISCUSSION

The purpose of this study is to analyze the influence of psychological well-being to turnover intentions in hotel employee. The results showed the six dimensions of psychological well-being showed a negative correlation with turnover intentions. It indicates that employees have job satisfaction and met well-being in their workplace, are more productive, contributing to the organization's goals and objectives, and low desire to quit [28]. From this study, it could be said that if the employees feel contented in what they receive compared to those of a referent other, they are more likely to be productive and remain with the organization [62]. Indeed, employees who perceived fair prospects of different work outcomes particularly with regards to pay satisfaction, work schedule, workload, rewards, and job responsibilities may viewed their current organization as favorable and might not see outside alternatives as attractive. Thus, the result implied that hotel employee who perceive a higher level of psychological well-being are less likely to have the intention to leave their current organization. It should be noted that hotel employees put great emphasis on psychological well-being, which in turn significantly affects their satisfaction and emotional bond toward their employing hotel. This indicates that employees who have job satisfaction and

met well-being in their workplace is more productive, contributing to the organization's goals and objectives, and low desire to quit [28]. The result of this study supports the proposition that well-being in the workplace is, in part, a function of helping employees do what is naturally right for them by freeing them up to do through behaviors. Well-being perspective is quite applicable to business and that, as managers and employees focus on satisfying basic human needs in the workplace, clarifying desired outcomes and increasing opportunity for individual fulfillment and growth. The employees may increase the opportunity for the success of their organization [29].

Based on the results of stepwise regression analysis showed the six dimensions of psychological well-being correlated to turnover intentions. In this study, only autonomy and positive relations with other people are predictor of turnover intentions. These results can be explained by Ryff [30] which declared autonomy as maintaining individuality in a social system, individual self-determination, can regulate their behavior, and the ability to withstand social pressures. Autonomy was positively correlated with proactive behavior. Workers were given the freedom to work, looking at the work as a challenge that motivated to complete their work [44]. This finding cosistent with Ahuja et al study's [43]. They explained autonomy influence the individual's perception of the workplace and it impacted to their behavior at work. The empirical results of this study also suggest that positive relations with others significantly negative effects on turnover intentions. Good coworker relationships can help employees address work challenges and enable them to be dedicated to details that affect service quality, enhance service quality stability, and improve job satisfaction [63],[64]. If hotels management can provide a better work environment and facilitate harmonious coworker relationships among employees, job satisfaction can be effectively improved. Job satisfaction indirectly affect the employee turnover rate.

5   CONCLUSIONS

This finding suggests that organizations that provide employees with opportunities to extend their potential and build up their capabilities, which help meet the employees' needs for personal growth, are likely to be perceived as supportive and caring about the employees' well-being. The empirical results of this study suggest that autonomy and coworker significantly positive effects on job satisfaction. If hotels can provide a better work environment and facilitate harmonious coworker relationships among employees, job satisfaction can be effectively improved. Job satisfaction indirectly affect turnover intention through organizational commitment, employees will begin to identify with the company, its goals and business strategies, and their jobs if the company can effectively enhance their organizational commitment. Employees should also be given the opportunity to perform work that requires thought and independent judgment. Employees will regard their work as meaningful when a degree of independence and freedom of choice is allowed in the performance of their tasks. Participation in decision making will enhance the employees' feeling of membership and contribute to the meaningfulness component of sense of coherence. Moreover, the employee should have the freedom to disagree with his/her supervisor, to be able to discuss what to do with his/her supervisor and to act autonomously.

6   IMPLICATION

From the management view, the findings suggest that the relevant hotel authorities concerned with reducing turnover intentions among their employees should be consistent and focus their attention on providing interpersonal treatment that fosters a positive employee-organization relationship. It is hoped that the research findings may offer some insights into hotel organization in Indonesia to retain their valuable employee and reduce turnover intentions. The findings imply that managers can significantly reduce turnover intentions among their competent staff by adopting management styles that increase the feeling that the organization values staff contributions and cares about their well-being. It is worth mentioning that psychological well-being is a vital role in predicting employees' turnover intentions as such autonomy and positive relations with others, in turn, will reduce employees' likehood of quitting the organization. The results confirm that, if workers are to be motivated to grow, and if they are to be affectively tied to the organization and to their organizational roles, the employer must endeavor to establish employee psychological well-being. Understanding the dynamics whereby the psychological well-being arises and is maintained in the worker's mind is an importance for management. If the organization fails to understand and adequately fulfill of the psychological well-being, negative consequences—such as perceptions of injustice or role ambiguity, may ensue for the employment relationship.

7   LIMITATIONS

The present study has the following limitations. Hotel employees are the main subjects in this study. However, it is debatable whether employees of other sectors may face the same problems and difficulties that result in turnover behaviors. Hence, future studies can investigate employees of different service sectors to discuss the differences in the turnover

models. This study used only the cross-section study data as the empirical study basis and did not probe into the interactions of different variables in time; hence, the causal inferences are limited. Therefore, the findings obtained may not be generalized to other samples within the industry. The research was cross-sectional (all the data were collected at the same time), which means that it is not possible to draw conclusions about cause and effect among items based on employee responses. Future longitudinal research is therefore needed to confirm the conclusions drawn by this study. Another limitation is the exclusive use of self-report measures, a strategy often associated with method variance. Via a larger sample from other organizations in the same industry vice versa would improve the consequential of the findings. The second limitation were the availability of data or resources, some of the relevant data to support the research may not be available due to the nature of data or information that desired to be obtained is basically not to offend the companies' confidentiality or policies that remained secretive. In this study, the company refused to expose the data regarding the opportunities for promotion.

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