

Analysis of influencing factors of hotel staff turnover

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Abstract. Controlling the good staff turnover rate is helpful to improve the service quality of the hotel, reduce the labor cost and create economic benefits, so as to better adapt to the high speed of economic development. This paper takes the hotel staff as the research object and makes an in-depth study on the relevant factors affecting their turnover. On the basis of literature research, the research hypothesis is put forward, and the questionnaire is designed, and the multivariate statistical regression analysis is used to verify the hypothesis. The following conclusions are drawn:(1) the individual, organizational situation and the positive pressure of employee turnover; (2) the influence degree of each influencing factor on employee turnover behavior, from high to low, is the value, Leadership style, interpersonal environment, psychological contract.

1 Introduction

Employee turnover refers to the active or passive departure of employees from the enterprise due to various factors, which can be divided into passive turnover and active turnover. At present, most of the hotel staff turnover is active turnover. Reasonable staff turnover plays a positive role in the hotel's renewal of ideas, conversion of ideas and improvement of service quality. However, unreasonable staff turnover will make the hotel lose talents, affect the improvement of service quality and income, increase the cost of hotel human resources and so on, which is detrimental to the development of the hotel.

2 Literature review and research hypothesis

2.1 Theories related to employee turnover

An earlier researcher of employee turnover is Bevan, who believes that employees make the decision to quit based on their desire to leave and the level of turnover cost. Margaret A·Deery studied the influence of employee turnover on enterprises. They defined employee turnover as: "Employee turnover in a broad sense can be explained as the process of employees changing from one working state to another working state; In a narrow sense, employee turnover can be interpreted as employees leaving their current positions and enterprises.

2.2 Factors influencing employee turnover and research hypotheses

Scholars usually divide the influencing factors of employee turnover into three aspects: individual, organizational situation and leadership behavior. Among individual statistical factors, it is generally believed that women are more likely to lose; The frequency of loss behavior was higher in the younger age group. People with higher education are more likely to lose than those with lower education. Organizational situational factors generally include team composition characteristics, psychological contract, organizational justice and organizational innovation climate. The factors of leadership behavior generally include the management openness of leaders and the exchange of leaders and members.

After studying these factors, the author combined with the characteristics of hotel employees and their work, aiming at the values, psychological contract, interpersonal environment, Leadership style and other variables in the influencing factors to carry out the research on the influence of the hotel employee turnover behavior.

1) Values and employee turnover

Values are cognition, understanding, judgment or choice made by people based on certain thinking senses, that is, a kind of thinking or orientation for people to identify things and distinguish right from wrong, thus reflecting the certain value or function of people, things and things. Values have the characteristics of stability, permanence, historicity, selectivity and subjectivity[1].It plays a very important role in the orientation and regulation of people's own behavior, determines people's self-knowledge, and directly affects and determines a person's ideal, belief, life goal and the nature of pursuit. To sum up, this paper proposes:

Hypothesis 1: Values significantly positively influence the turnover behavior of hotel employees.

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2) *Psychological Contract and Employee Turnover*

The psychological contract was formally proposed by E·H·Schein. In his opinion, psychological contract is "a kind of cooperation between what an individual will give and what an organization wants to get, and what the organization will provide according to the individual's expectation of harvest. It refers to the unwritten implicit commitments and responsibilities between the employee and the employer, and the expectations placed on both. If the psychological contract of both parties is broken, it will have a great impact on the working attitude and psychology of employees. With the intensification of employment competition and the improvement of organizational environment change all over the world, the possibility of employees or organizations failing to fulfill their commitments and responsibilities in the psychological contract is also gradually increasing. If the psychological contract of both parties is broken, it will have a great impact on the working attitude and psychology of employees [2]. To sum up, this paper proposes:

Hypothesis 2: Psychological contract has a significant positive impact on the turnover behavior of hotel employees.

3) *Interpersonal environment and employee turnover*

Interpersonal relationship refers to the interrelated social relations formed by communication among social groups, which belongs to the category of sociology. [3] In Chinese, interpersonal relationship is often referred to as the general term, also known as "interpersonal relationship", including kinship relationship, friend relationship, student relationship, teacher-student relationship, employment relationship, comrade-in-arms relationship, colleague relationship and leader-led relationship. People are social animals, each individual has its unique ideas, background, attitude, personality, behavior patterns and values, but relationship of each person's mood, live, work has a great influence, even to the operation of organizational atmosphere, organizational communication, organization, organizational efficiency and relationship of individuals and organizations have a great impact. Managers have a special role in an organization, and they also perform different roles. They greatly influence organizational innovation and change. Not only are managers the primary motivation for introducing new ideas and setting new goals, but they are also responsible for motivating employees to innovate on their own. It is an important part of interpersonal research. To sum up, this paper proposes:

Hypothesis 3: Interpersonal environment significantly positively influences the turnover behavior of hotel employees.

4) *Leadership style and staff turnover*

Leadership style refers to the behavior pattern of leaders. When leaders influence others, they will adopt different behavior patterns to achieve their goals. Enterprise leadership style is the characteristics of habitual leadership style. The habitual way of leadership is gradually formed in the long-term personal experience and leadership practice, and plays a stable role consciously or unconsciously in the leadership practice, which has a

strong personalized color. Every leader has his or her own style that is related to his or her work environment, experience and personality and distinguishes himself or herself from other leaders. The theoretical value and practical significance of leadership style research is that it can better reflect the actual leadership activities and explain the differences of leadership effectiveness [4].

Paul Hersey, a famous psychologist and organizational behaviorist, and Kenneth Blanchard, a management scientist, put forward Situational Leadership in the 1960s. According to this theory, only when the leader's behavior is compatible with the preparedness of the led can effective leadership results be achieved. To sum up, this paper proposes:

Hypothesis 4: Leadership style significantly positively affects the turnover behavior of hotel employees.

3 Scale design and research process

3.1 Scale selection

The first part of the questionnaire is the basic situation of the hotel staff. The second part is the influencing factors of staff turnover and the turnover behavior scale. The value scale adopts the cognitive style scale in Human Resource Management and Practice compiled by Sharon Arieli et al., which includes four items, such as "careful and thoughtful work" and "emotional work". The psychological contract scale adopted the psychological contract scale in Human Resource Management and Practice, including three items: "I expect my employer to provide employment security", "I expect my employer to provide opportunities for my career development", and "I expect my employer to treat me as a person rather than a number". The interpersonal environment table adopts the scale of Wrloburn, Blakin and Gomezmeja (1995), which is based on the comparison of employees' perceived justice with their income, including two items: "I can express my own opinion when making decisions" and "My salary and treatment are reasonable in terms of job performance". The leadership style scale adopted the Construction of CPM Leadership Behavior Assessment Scale published by Ling and included three items: "leaders can give effective guidance when faced with crisis", "leaders' credibility" and "leaders can understand the work difficulties of subordinates". The questions were based on a 5-scale Likert scale.

3.2 Data collection process

This survey adopted the method of random sampling, 500 questionnaires were distributed to the hotel staff, and 421 valid questionnaires were collected, with an effective rate of 84.2%.

3.3 Sample structure analysis

The sample structure of the survey was as follows: the majority of females accounted for 58.7%, and the proportion of males was 41.3%. The grass-roots

employees in hotels are mainly aged between 20 and 30, accounting for 80.5%. In terms of educational level, 47.6% had a bachelor's degree or above. Among the respondents, the majority were in the Housekeeping Department, the Food and Beverage Department and the Front Office Department, accounting for 34% and 36% and 11% respectively. The sample structure of this paper is diverse and representative, which can provide an effective basis for the study of this paper.

4 DATA PROCESSING

4.1 Survey data analysis

This study took the employees of Le Meridien Hotel Minhang, Shanghai as the main research objects, carried out field survey and network survey, and adopted process data collection, which lasted four years to complete.

From 2017 to 2020, the total staff turnover rate is 20.9%, 24.3%, 30.1% and 41.8% respectively, all exceeding the average staff turnover rate of 20% in the hotel industry, which is in a precarious situation. Since 2017, the hotel staff turnover rate has been increasing year by year, not decreasing, and even reached a super high level of 41.8 percent in 2020. Experts point out that the employee turnover rate of 5% ~ 10% is a reasonable range, and the hotel industry as a labor-intensive industry, the ratio should not exceed 15%. In the past four years, the staff turnover rate is high, the hotel human resources with the expansion of customer service and gradually appear to be stretched.

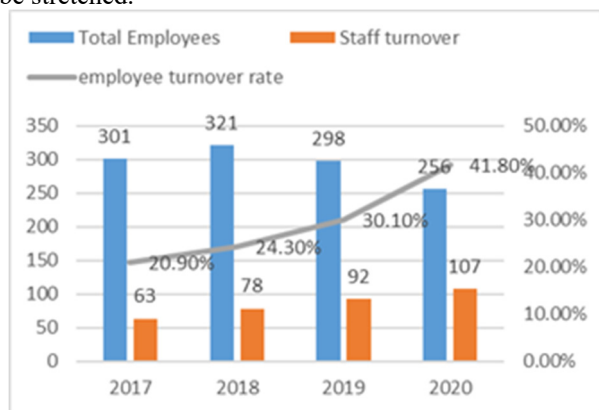


Figure 1. Staff turnover Number and rate from 2017 to 2020

4.2 Multivariate Statistical Regression Analysis

In order to verify the accuracy of the hypothesis on the influence of hotel employee turnover put forward in this paper, the author took four influencing factors as independent variables and hotel employee turnover as dependent variables, and used SPSS20 software to conduct multivariate statistical regression analysis on the data.

After multiple linear regression analysis using SPSS20 software, R is 0.640 and R² is 0.557, both greater than 0.5, indicating that the data fitting effect of this theoretical model is good. F value is 22.324, and P value is 0.000, which is significant at the level of 0.1%, indicating that the

overall linearity of the theoretical model is very significant. In conclusion, the theoretical model in this paper can be used to analyze the results of hypothesis testing.

According to the survey data, the following problems are analyzed:

Reasonable degree analysis of compensation and welfare system

An overall satisfaction analysis of the current job

Clarity analysis of career development planning

Are you willing to provide advice and analysis to the hotel management

Interpersonal relationship research and analysis

Reasonable analysis of incentive mechanism setting

Satisfaction analysis of training management

Through the investigation, it is found that the reasons for hotel staff turnover can be discussed from three aspects: personal factors, enterprise factors and social factors: The responsibility for hospitalization resulting in staff turnover rests with the hotel.

4.3 Analysis of Hypothesis Test Results

The results of hypothesis testing are shown in Table 1.

TABLE1. HYPOTHESIS TEST RESULTS

DEPENDENT VARIABLE	INDEPENDENT VARIABLE	REGRESSION COEFFICIENT	P VALUE	INDEPENDENT VARIABLE
HOTEL STAFF TURNOVER	values	0.204	0.019	0.204
	Psychological contract	0.083	0.236	0.083
	Interpersonal environment	0.168	0.031	0.168
	Leadership style	0.183	0.006	0.183

The regression coefficient of value factors is 0.204, and the significance level is 0.019, which indicates that value has a positive influence on hotel employee turnover behavior, and it is significant at the level of 5%. Hypotheses L is true, thus further verifying that value is one of the influencing factors of hotel employee turnover. Therefore, the hotel should pay attention to the employee value factors, from employee recruitment, to employee training, employee motivation and employee evaluation pay attention to employee value cultivation, so that the employee personal value and hotel enterprise value docking, through the cultivation of corporate culture value to improve the sense of mission and belonging of employees to retain excellent employees.

The regression coefficient of psychological contract factors is 0.083, the significance level value is 0.236, and the P value is >0.1, which indicates that psychological contract has no significant influence on employee turnover behavior, and Hypothesis 2 is not valid. The author thinks that the reason why the effect of psychological contract is not significant may be related to the current situation of work in China. In China's working environment, the tasks instructed by superiors are the work responsibilities, and employees have to obey them. Therefore, employees will be less sensitive to the sense of boundary between work expectations and work reality, and there will be relatively few employee turnover behaviors.

Generally speaking, the psychological contract contains the following seven aspects of expectations: a good work environment, the matching of tasks and career orientation, safety and belonging, remuneration, value identification, opportunities for training and development, and promotion. The subject of psychological contract is the psychological state of employees in the enterprise, and the three basic concepts used to measure the psychological state of employees in the enterprise are job satisfaction, job participation and organizational commitment. In an organization which mainly focuses on economic activities such as hotels, employee's job satisfaction is the focus and key of enterprise psychological contract management. Therefore, in order to achieve the most effective allocation of human resources, the hotel must be fully involved in the cycle of psychological contract, through the impact of the cycle to achieve the expectations of employees.

The regression coefficient of interpersonal environment factors is 0.168, and the significance level value is 0.031, which indicates that interpersonal environment has a positive influence on hotel employee turnover behavior, and it is significant at the level of 5%. Hypothesis 3 is valid. A fair, just and harmonious organizational environment will make the hotel staff open their hearts and promote their effective communication.

The regression coefficient of leadership style factor is 0.183, and the significance level value is 0.006, which indicates that leadership style has a positive influence on hotel employee turnover behavior, and it is significant at the level of 1%. Assumption 4 is true, thus further verifying that leadership style is one of the influencing factors of hotel employee turnover behavior. Through the comparison of the analysis results, it can be found that the coefficient of leadership style factor is the largest, which indicates that leadership behavior factor has the largest influence on employee voice behavior, and is also the most important factor for employee turnover behavior. In today's society, the most important characteristic of a business is its employees. Establishing effective communication with employees is an integral part of the overall internal process and operation, which depends on the leadership's ability to communicate. When leaders establish effective communication among employees, it will be seen as having taken an important step towards identifying and removing the problems and obstacles encountered by the company. Employee satisfaction with work and communication is very important to achieve corporate goals. The two basic factors that influence this satisfaction are the leadership style of the manager and the communications department. The communication established with employees serves a number of important functions. These can be listed as obtaining information, persuading and influencing, providing guidance and combining with educational training. The ability of a leader to communicate is critical to properly performing these functions, as this ability is one of the milestones in forming a mutually satisfying relationship with employees. In addition to the supervisor's communication ability, his or her leadership style also affects employee communication and job satisfaction

In conclusion, values, leadership style and interpersonal environment can significantly positively

influence hotel employee turnover behavior. Among the influencing factors, the most influential factor on employee turnover behavior is values, followed by leadership style and interpersonal environment. Psychological contract has the least significant influence on hotel employee turnover behavior.

5 CONCLUSIONS

In this paper, based on the relationship between leadership style, values, psychological contract and interpersonal environment and hotel employee turnover behavior, a series of investigation research has been done, and the research has drawn the following conclusions.

Leadership style has a significant positive influence on voice behavior of hotel employees.

Values have a significant positive influence on hotel employee turnover behavior.

Psychological contract has no obvious influence on hotel employee turnover behavior.

The interpersonal environment has a significant positive influence on the turnover behavior of hotel employees.

By comparing the absolute values of regression coefficients of significant factors, it can be seen that has the values greatest significance on the turnover behavior of hotel employees, followed by leadership style, interpersonal environment, and psychological contract.

With the rapid growth of China's economy and the pull of market demand, China's hotel industry is developing rapidly. However, the high staff turnover rate has gradually become a bottleneck restricting the development of the hotel. The factors of staff turnover are multi-faceted and multi-faceted, which also leads to the need to consider all kinds of factors when solving the high staff turnover rate. Therefore, to different hotels to make a different detailed analysis [6].

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