

## A Study on Factors Affecting Turnover Intention of Hotel and Bar Employees

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### Abstract

The purpose of this study was to analyze the influence of the work environment, employee safety and employee workload towards turnover intention of club employees in Bangsar. This type of research is quantitative descriptive with a causal associative approach. The population in this study was 40 people consisting of all club employees in Bangsar. The sample is 30 people using proportional random sampling technique. The data analysis technique used is simple linear regression analysis. The results of the study show that p-values with highly statistically significant  $7.24E-27$  and the three variables have a significant influence on employee turnover intention. Nevertheless, the three factors have direct positive effects on turnover intention.

**Keywords:** Work Environment, Employee Safety, Employee Workload, Turn Over Intention, Employee

### Introduction

With increasing globalization and global opposition, the significance of recruiting, preserving and handling resources which can help to grow the competitiveness of groups has become a critical component in the achievement of the hospitality industry (Nadiri, & Tanova, 2010). The tourism industry had emerged as one of the most crucial sectors that might decide the kingdom's success inside the international economy. This vital industry encompassed a great type of infrastructures and provider institutions, and one of the most substantial institutions within the industry is the inn industry. Today's excessive competition and strain to extend productiveness in the hotel industry reveals the vital function of frontline employees who're in charge of delivering great services and grievance-dealing with methods (Nor et al, 2017). In the case of Malaysia, in which the tourism industry had consistently been ranked as the second highest contributor to the growth of the Gross Domestic Product, the authority had a keen hobby to ensure the continual increase of the tourism industry. The niceness of the carrier work environment and the position of feelings are large troubles in hospitality control (Gjerald et al., 2021). The hotel industry in Malaysia had also grown in tandem with the increase of the tourism industry. Malaysia (2009) had indicated that the average room occupancy charge had risen from 56% to sixty-four%, in spite of the recovering economy. It is

anticipated that the tourism industry would keep seeing a robust increase in the range of traveller arrivals and the growth in accommodation occupancy quotes.

The hotel or accommodations zone had obtained robust aid for its growth from the Malaysian government because of its self-belief on the arena's monetary industry capability (Kasim and Minai, 2009). According to the Department of Statistics, Malaysia (2011), it was suggested that the lodging and foodservice segments had contributed 20.85% towards the GDP in yr 2010. The Malaysian Employers Federation (2011) had indicated that from 2007 to 2010, the quantity of inbound visitors had accelerated from 20.9 million to 23.6 million. During the same period, the wide variety of hotels had additionally accelerated from 1567 to 2005. However, the boom of the hotel industry is plagued with the lowering degree of carrier quality provided due, in part, to the excessive quotes of personnel' turnovers. The hobby given by the researchers and employers on worker turnover purpose arises mainly from the belief that this withdrawal behavior is taken into consideration damaging to the business industry particularly in terms of substitute cost and additional work disruption. Because of this supposition, turnover aim has been the factor of enormous research in organizational conduct for the past few many years (Lee et al., 2010). Due to its complexity, many researchers have explored a few determinants of turnover aim and have been posted globally (Karsh et al., 2012). There are many types of foremost pressure resources that may cause turnover intention along with high job needs as regards to the employee's abilities, insufficient assets, lack collegiality, insufficient pay, constrained involvement in decision-making, little manage over work, immoderate duty and absence of electricity, biased human resource practices, bad social guide, lack job stability, negative task descriptions, as well as deficiency in administrative and persona kinds (McCann, Hughes, Adair & Cardwell, 2009). Tracey and Hinkin (2008) identified that one of the reasons for worker turnover in operating surroundings can be attributed to the declining contribution of disillusioned employees. Bharwani and Butt (2012) appraised the responsibilities of the hospitality industry and their complete effects on labor. The causes in relation to turnover specially revolve round 3 most important classifications, along with economic or the encircling, non-public, and organization (Mobley, Griffeth, Hand & Meglino, 1979; Selden & Moynihan, 2000). Previous students have studied the results of worker dissatisfaction within the job environment due to the possibility that an employee has been pressured right into a turnover or opted for leaving the activity (Selden & Moynihan, 2000).

Thus, based on the above reasons, it's very vital to apprehend the elements that make the employees alternate their tasks in a corporation, particularly in the hotel industry. Such a technique can help to expand a more powerful approach in response to the turnover rate inside the hotel industry.

### *Research Issues*

Turnover intention is a serious issue in many organizations with different rates of turnover. The private sector usually has a larger turnover rate than the public sector. The rate of employee turnover might be different and can change according to the density of population in one area. People easily switch their current job in an area that has a low unemployment rate, resulting in the highest number of turnover rates. The Malaysian Employers Federation (2011) reported that the lodging or foodservice industries had faced one of the most astounding yearly normal employee turnover rates of 32.4% (the highest with IT

Communication at 75.72% and Associations or Societies at 33%). Goh (2012) quoted a report by Aon Hewitt, a human capital counselling and outsourcing firm, as saying that in 2011 Malaysia, with 15.9% employee turnover rates was ranked sixth in the Asia-Pacific region. Kuean, Kaur and Wong (2010) revealed that Malaysians, on average, worked for the same organization for a period of slightly less than 3 years. A study by Bigliardi, Petroni and Ivo Dormio (2005) found that the employees had already planned or had the intention to leave their current employment, even before they joined the organization. In a later study by DiPietro and Condly (2007), they also noted that the most profound problem the hotel industry had consistently been facing was the high employee turnover rates.

The hotel industry had been one of the major components that accounted for the most earnings from the tourist dollar. The present concern was the high employee turnover rate which could have an impact on the hotel organizations' profitability. As indicated by Utoro and Gustomo (2014), high turnover could affect a hotel's productivity when skilled workers leave and the employees who remain would consist of a high percentage of newly recruited workers. According to Bryant and Allen (2013), the cost of recruiting, selecting, and training new employees would always be more than the annual salary of the vacant positions. In 2013, more than 25 million U.S. employees voluntarily terminated their employment, and the cost to replace an employee would average from 25% to as much as 50% of the terminated employee's annual salary (Bryant and Allen, 2013).

Bourke, Waite and Wright (2014); and Cascio (2014) contended that the retention method might or could reduce turnover and retention costs if the hotels had some retention strategy in place. Frey, Bayón and Totzek (2013) added that without those plans, misunderstanding could easily occur and it would be difficult to get the support of the retained employees to make changes in the hotels. Thus, Chang, Wang and Huang (2013) proposed that future studies should focus also on employee recruitment, retention, and employee turnover in the hotel industry. The front-line employee turnover issues needed to be urgently addressed to ensure the profitability and long-term viability of hotel organizations. As indicated by Surji (2013), there would be a need to find out more about the causes of high employee turnover rates in Malaysian hotels since these could lead to demotivate the workforce, the inability to attract skilled workers into the hotel industry, and ultimately could cause business failure. If a hotel had a high turnover rate relative to competitors, it would mean that the hotel would have employees with shorter average tenure and it would be unable to compete.

High employee turnover rate, as stated by Hofhuis, Van der Zee, and Otten (2014); and Lambert et al. (2012), besides being harmful to hotel industry's performance and profitability, it could also lead to the loss of psychological resources and assets with higher employee compensation, shorter employee engagement, low employee motivation, low job satisfaction, conducive work environment, higher work stress, and higher workload. In their studies, Bowen and Ford (2004) also indicated that there might be a relationship between employee turnover rate with employee compensation, employee engagement, employee motivation, job satisfaction, work environment, work stress, and workload. Karatepe, Arasli and Khan (2007) were of the opinion that the front-line employees in hotels were underpaid; they typically worked long hours, had irregular schedules and carried heavy workloads. Frank, Finnegan and Taylor (2004); and Hendrie (2004), added that the high turnover rate would increase the costs of the recruitment and training of additional staff, increase in overtime

payments to existing staff to alleviate the shortages, and the cost of disrupted service. Added to those factors, the remaining staff would feel pressured and felt overworked that could reach an excessive proportion level.

### *Objective of the Study*

To examine whether organizational and workplace factors specifically work environment, employee safety, and employee workload are associated with employees' turnover intention in hotel and bar settings.

### *Specific Objectives*

There were two (2) specific objectives of this study, and they were:

1. To explore the organizational factors that might have an association with the worker turnover intentions.
2. To discover the place of work elements that might have an affiliation with the employee turnover intentions.

### **Significance of the Research**

Based on the discussion of the studies' troubles, it can be seen that there has been nonetheless room for similar research on this region. The significance of this examination changed into to expand or upload to the present understanding at the causes of employee turnover in the hotel industry. The terrible effect of high worker turnover charges confirmed the critical effect to contemporary or capability personnel, the hotel industry, and to society as a whole. The findings from this examination would help hotel managers in information and understanding the ways to create important strategies to lower worker turnover intentions whilst being capable of growing and enlarging their business. Information derived from the research may also assist to create consciousness and knowledge on the extensive impact of worker turnover intentions and would help to ensure the long-time period skilled body of workers might be retained.

### *Research Gap*

Various researches had investigated the reasons that had contributed to staff turnover, but there remained an informational void specifically for the inn area. Thus, the findings on examine may prove beneficial to inn managers in dealing with the very excessive personnel turnover rates thru understanding employees' turnover intentions. A further knowledge of the relationships between control, organizational and/or administrative centre factors and employee perceptions and choices should help managers or corporations in taking necessary steps to preserve personnel and to ensure that they might be glad, dedicated, in addition to capable of reducing their pressure ranges. This may be vital at a time whilst the hotel industry is confronted with the desire to retain such employees to ensure the commercial industry's success.

From the sensible angle, the findings of this have a look at might additionally be important for the development and boom of the hotel industry. Very little studies have been carried out at the concern that used hotels in the Asia location as samples. The essential cause for choosing the hotel industry because the studies context turned into the growing significance of the tourism industry as a foreign exchange earner and additionally the extensive employment opportunity it can provide.

*Research Questions*

The research issues addressed in this research project were:

1. Is there a relationship between Organizational Factors such as Work Environment with Employee Turnover?
2. Is there a relationship between Workplace Factors such as Employee Safety, and Employee Workload with Employee Turnover Intentions?

*Problem Statement*

Hospitality operators continue to report high turnover. If aspects of the work environment, safety, and workload are contributing to employees' intent to leave, evidence-based adjustments to these factors may reduce turnover intention and improve retention.

*Research Propositions*

Based on the Research Questions and the Research Problems, the following Research Propositions were used to guide the study:

*Research Proposition 1*

There is a relationship between Organizational Factors with Employee Turnover Intentions.  
RP1b: Level of Work Environment is associated with Employee Turnover Intentions.

*Research Proposition 2*

There is a relationship between Workplace Factors with Employee Turnover Intentions.  
RP2a: Level of Safety is associated with Employee Turnover Intentions  
RP2b: Level of Workload is associated with Employee Turnover Intentions.

**Theoretical Framework**

The conceptual study framework for this study is shown below: As indicated in the framework, a total of 3 variables were studied.

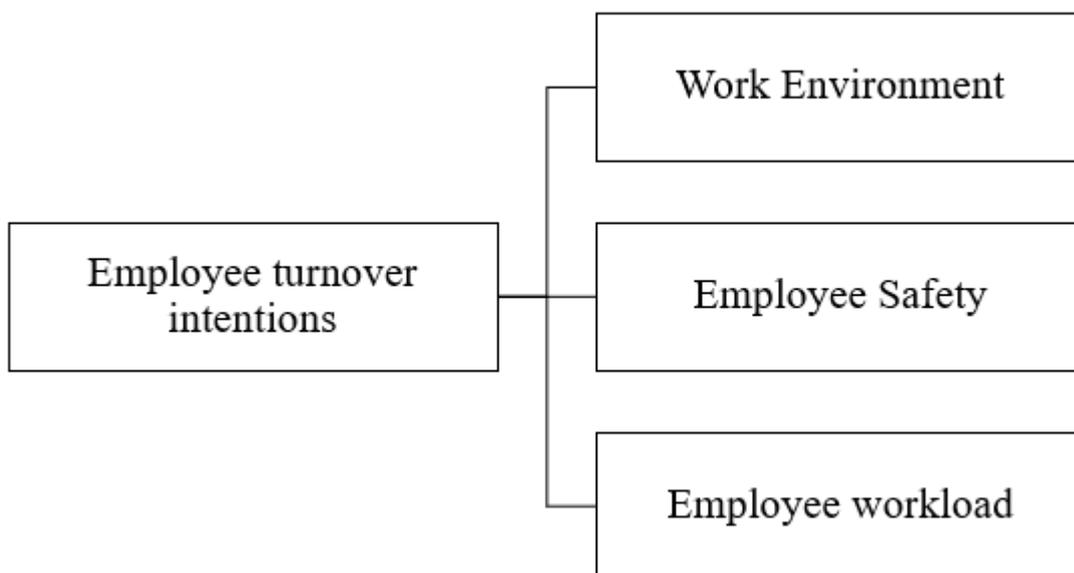


Figure 1: Conceptual framework

Figure1. Displays the conceptual framework of this research and the conceptual framework consists of two sections which are independent and dependent variables. Independent variables include work environment, employee safety and employee workload. Besides, dependent variable is employee turnover intention that used to measure employees' behavioral intention to resign

## **Literature Review**

### *Introduction*

A literature review is a process used to gather information from various sources such as journal, articles, newspaper, internet, and books. In this chapter, information that focused on variables associated with employees' turnover intentions were retrieved from those secondary sources. Thus, the chapter was segmented into the variables to be examined. They were: Work environment, Employee Safety, Comfortable, Amount of Work, Allocation of Workload, Responsibility, Goals; and Employee Turnover.

## **Work Environment**

### *Definitions of Work Environment*

Salunke (2015) defined work environment as the physical aspects of a workplace that were significant towards job satisfaction, health, concentration and productivity likewise. Kohun (1992) defined work environment as the connection between the employees and the workplace. It indicated the setting, situation, condition, or circumstances where employees performed their jobs.

### *Elements of Work Environment*

Taiwo (2010) indicated that the work surroundings would be made from three sub-environments: Technical environment, human surroundings, and organizational environment. The technical surroundings signified the physical factors human beings generally found in a place of job that allowed the personnel to perform their responsibilities, together with gear, system and technical infrastructure. The human surroundings were the necessities required to inspire the sharing of expertise, information and ideas, via casual workplace verbal exchange, and it consisted of peers, work team, management, and control. The organizational surroundings stated the volume of controls managed over the work environment as an instance, the compositions of organizational philosophies, values, structures, tactics, and practices. It additionally included the elements of fair remedy at the place of work, the communique, culture and rule. Prabhakar (2016) stated that Herzberg indicated that the work surroundings turned into made up of components which include the ventilation gadget, lighting fixtures device, equipment, facilities, and area. Chandrasekar (2011) brought that the work surroundings covered the distance and facilities wanted for personnel to execute their duties, the relationships with superiors, the tradition of equality, the communication device used, elements that conjures up a person to work in a specific company, and the methods for dangers manipulate and protection. Taiwo (2010) indicated that the work surroundings would be made from three sub-environments: Technical environment, human surroundings, and organizational environment. The technical surroundings signified the physical factors human beings generally found in a place of job that allowed the personnel to perform their responsibilities, together with gear, system and technical infrastructure. The human surroundings were the necessities required to inspire the sharing of expertise, information and ideas, via casual workplace verbal exchange, and it

consisted of peers, work team, management, and control. The organizational surroundings stated the volume of controls managed over the work environment as an instance, the compositions of organizational philosophies, values, structures, tactics, and practices. It additionally included the elements of fair remedy at the place of work, the communique, culture and rule. Prabhakar (2016) stated that Herzberg indicated that the work surroundings turned into made up of components which include the ventilation gadget, lighting fixtures device, equipment, facilities, and area. Chandrasekar (2011) brought that the work surroundings covered the distance and facilities wanted for personnel to execute their duties, the relationships with superiors, the tradition of equality, the communication device used, elements that conjures up a person to work in a specific company, and the methods for dangers manipulation and protection.

### *Impact of Work Environment*

Rani and Prasad (2016) explained that the work environment had a right away impact on task delight and pressure level of the employees, and that the productivity of personnel would in all likelihood be accelerated if the corporation ought to offer a pleasant operating environment. According to Spector (1997), the work environment blanketed process safety, the protection of employees, interpersonal relations, reputation, and the opportunity to be blanketed in selection making. He introduced that a worker would possibly have better pride when he found out that he turned into valued by using the enterprise. Thus, keeping an awesome work environment would be the most sensible way to reduce unwell leaves, lessen turnover quotes and step forward personnel' ability, employees' sports, process pleasure, and their overall performance stage. Neog and Barua (2014) stated that employees would possibly feel disenchanting due to the bad running environment. Robinson and Beesley (2010) contended that the intention to turnover could usually start when an employee acquired a damaging scenario in work surroundings and he/she would begin considering seeking out every other process.

### **Safety in the Workplace**

#### *Definitions of Safety in the Workplace*

According to Badelake (2012), safety in the workplace could be defined as the way an organization safeguard its employees away from any danger and threat of any harm. He further stated that organizations would need to take good care of employees' safety because it could affect the wealth of the organizations.

#### *Safety and Organizational Concern*

Work associated injuries because of severe troubles in any agency and area giant expenses in industries and additionally the nation (Ali, 2009). Hinsz and Nickell (2015) explained that the reasons for businesses to perform suitable safety behaviour were to ensure that the viable poor consequences could be averted. Maslow (1943) indicated without a doubt that safety becomes a basic human need as defined in his principle on the hierarchy of wishes. Hinsz and Nickell (2015) further defined the stairs required to assure protection. The important first step might be to perceive the situations that would satisfy personnel' protection desires, accompanied through the need to determine the form of threats that might weaken or jeopardise workplace protection. Meanwhile, workplace bullying is also considered as a part of safety at the workplace. The effect of workplace bullying in any nature can directly or not directly affect the employees physically, emotionally and mentally (Khan & Khan, 2012).

Bullying also has a massive impact on strain for plenty of employees due to the personnel having the fear of accommodations a file to control as they may face the hazard of being bullied further, for this reason they will feel not secure and cozy to any extent further within the organization (Khan & Khan, 2012). Workplace safety is supposedly not most effective to ensure the safety of personnel, however additionally to protect the organizational sources against possible personnel' pilferage. Goh and Kong (2016) mentioned that employee theft has been a severe difficulty in any enterprise, mainly for the hotel industry. This became because of the reality that personnel operating inside the hotels had been usually exposed to treasured property, cash and also different tangible products. As a result, hotel organizations needed to make sure that the conditions of the place of job and organizational rules had been surely stipulated to lessen worker stealing or to keep away from viable personnel' unethical or criminal practices.

### **Employee Workload**

#### *Employee Workload in the Hotel Sector*

Studies on workload with the aid of Hofhuis, Van der Zee and Otten (2014); and Lambert et al. (2012), besides being harmful to inn industry's performance and profitability, it can also cause the loss of mental sources and property with higher employee reimbursement, shorter employee engagement, low worker motivation, low task pride, conducive work surroundings and higher work stress. The research outcomes at the hospitality sector indicated there was a sturdy correlation between physical job factors and the various accommodations' personnel, particularly the housekeeping employees.

#### *Employee Workload*

Krause, Rugulies and Maslach (2010) said that the inn hotel housekeeping management decided the quantity of rooms to be easy every day with the aid of every employee, but the variety might differ from one hotel to some other relying on the employment contracts. On average the number of rooms, other than test out rooms, a housekeeping worker could be required to finish cleaning 15 rooms in step with day at the same time as keeping off the hazard of chance injury. If a house responsibilities worker cleaned over 15 rooms consistent with day, then the housekeeping control would possibly have to deal with on-the-activity accidents (Buchanan et al., 2010). The U.S hotels practiced the availability of additional time pay if the quantity of housekeeping employees turned insufficient to complete each day tasks. So, the housekeeping employees might now not ought to rush to complete their responsibilities and might accordingly, reduce the number and volume of accidents (Bernhardt, Dresser and Hatton, 2003).

The inn enterprise had recently carried out the usage of a web-based labour scheduling gadget that might time table employees by means of demand forecasting. The most critical benefits have been that the system has been capable of avoiding overstaffing (Jones and Siag, 2009). Nevertheless, there has still been no system to keep away from the understaffing situation inside the house responsibilities department.

#### *Workload and Employee Turnover*

Karatepe, Arasli and Khan (2007) had been of the opinion that the the front-line employees in hotels were underpaid, they generally worked long hours, had abnormal schedules and carried heavy workloads. Lewicki and Brinsfield (2017) said that the cause for the high

turnover inside the inn industry came due to the fact the employee observed it tough to cope with the heavy workload and that they have been unable to communicate with their control to express their feelings about the workload. As a result of the breakdown in communication in the workplace, the work pressure level became high and it impacted negatively on the work-existence stability. The reduction of workload of the employees within the inn enterprise would enhance the personnel private and own family existence, which need to then lessen the threat of accidents for employees. It could in turn, help to grow their motivation stage and reduce the employee turnover within the hotel industry.

## **Materials and Methodology**

### *Research Design*

This study was meant to identify the factors that affect the turnover intention in a Club in Bangsar, Kuala Lumpur. Therefore, the most suitable approach for this study was quantitative research, which carries systematic empirical inquiry of observable phenomena via statistical, mathematical, or computational methods by using a cross-sectional study. As stated by Kumar, Talib, and Ramayah (2013), the descriptive research approach is a basic study method that shows something that may be relevant to the recent situation.

### *Population and Sampling*

The study populations are Club in Bangsar. According to the Malaysia Hotel Association (2018), the total number of populations for all hotels was 40 people. Hence, following the rule of thumb by Krejcie and Morgan (1970), about 40 questionnaires were distributed to the hotel staff.

### *Data Collection*

This study used a set of questionnaires, with the data collection process taking place from March, 20/03/2022 to March, 28/03/2022. The questionnaire was separated into three sections, namely Section A, Section B, and Section C. All the questionnaires were distributed to potential respondents at club employees in Bangsar. Therefore, the questionnaire was written in English and Malay for them to get a better understanding from both languages. The questionnaires were collected face-to-face by the researchers to ensure the privacy of the information is received from the respondents.

### *Instrumentation*

The questionnaire used in this study is separated into three sections, which are Section A, Section B, and Section C. Section A consists of demographic data which require background information of the respondents, such as their gender, age, race, and status. Next is Section B. In this section, the researchers enquired about the respondents' consideration regarding the factors that influence the turnover intention of the staff of club employees in Bangsar, such as work environment, employee safety and employee workload.

Lastly, Section C is to find out how the club employees in Bangsar rated the relationship between the factors that influence them toward the turnover of the job in the hotel of club employees in Bangsar. In short, Section A discusses the personal data of the respondents, Section B contains questions about the independent variables, and lastly Section C seeks the relationship between the independent variables and the dependent variable. Table 1 shows the details of the instrument adopted by this study.

Table 1

*Research instrument for the study*

Section	Variables	No. of items
A	Demographic	5
B	Work environment	5
	Employee safety	5
	Employee workload	5
C	Turnover intention	5

Note. Items adapted from Kang, Gatling & Kim (2015).

Strongly Disagree

Strongly Agree

WE2 - the work environment is adequate to you. \* Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

WE3 - Office politics is noticeable in your workplace. \* Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

WE4 - you have the basic amenities to feel comfortable and relaxed at work. Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

WE5 - this organization is operating in a socially responsible manner. \* Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

*Employee Safety (ES)*

ES1 - you feel safe at work in this company. Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

ES2- The organization has a safe work environment for women. Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

ES3 - you feel like you get the proper instructions to perform tasks safely. \* Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

ES4 - you have the appropriate tools to complete your work safely. Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

ES5 - this company trained their staff for emergency procedures. \* Mark only one oval.

1    2    3    4    5

Strongly Disagree

Strongly Agree

*Employee workload (EW)*

EW 1 - Does the workload assigned to you allow you to achieve a healthy work-life balance?

\*

Mark only one oval.



## Results

### *Introduction*

This chapter began by reiterating the Research Propositions. This would be followed by the presentation and discussions on the findings on each of the variables studied. The final part would give the overall significance of the findings.

As indicated in Chapter 1, the 3 variables were grouped into 2 factors: Organizational Factor, and Workplace Factor.

The findings and the following discussions, so as to provide further clarity, the results were grouped into (1) the Demographic Variables, (2) Organizational Factor, and Workplace Factor, and Employee Intention to Leave/Turnover Variable.

### *Reiterating the Research Proposition*

The Research Propositions were outlined according to the 4 factors as follows:

#### *Research Proposition 1*

There is a relationship between Organizational Factors with Employee Turnover Intentions.

RP1a: Level of Work Environment is associated with Employee Turnover Intentions.

#### *Research Proposition 2*

There is a relationship between Workplace Factors with Employee Turnover Intentions.

RP2a: Level of Safety is associated with Employee Turnover Intentions.

RP2b: Level of Workload is associated with Employee Turnover Intentions

## Research Findings

### *Respondents' Profile*

Total number of respondents: 30

Gender: The numbers of respondents were 22 male and 08 female respondents. Because in this sector female staff comprehended to be fewer than the male staff. Based on the circumstances this ratio was arbitrarily picked for the survey.

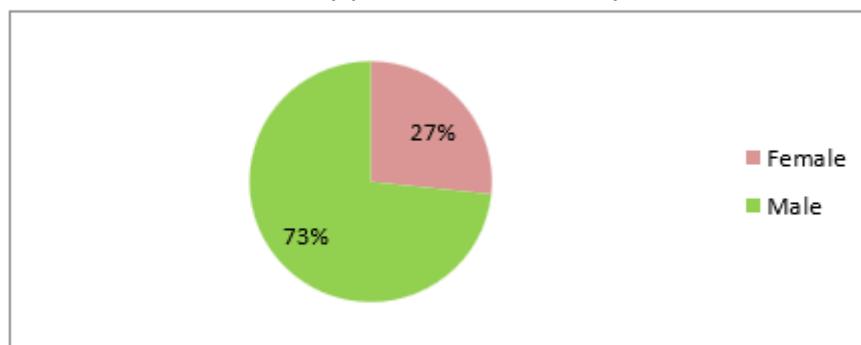


Figure 4.1: Statistics of Respondent's Gender

Age Category: There were 4 age groups of respondents as indicated in the following chart. There were 4 (13%) respondents who were below 20 years old. There were 8 (27%) of the respondents with the ages between 20 to 25 years old. The number of respondents aged from 26 to 29 years was 15 (50%), and those aged 30 years and over were 3(10%).

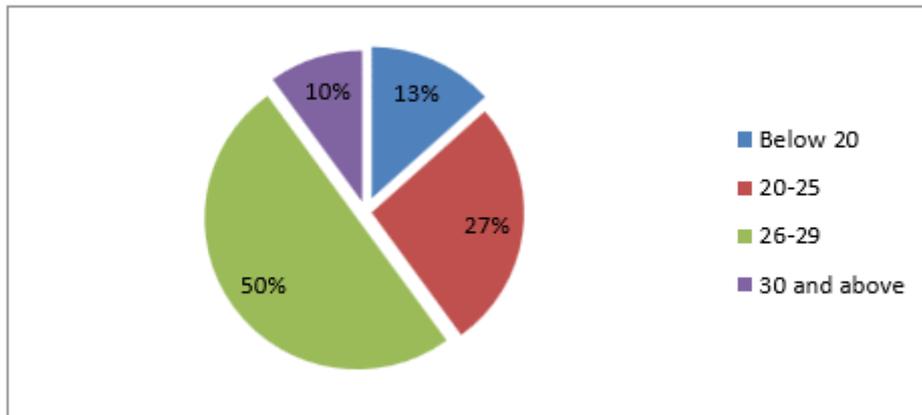


Figure 4.2: Statistics of Respondent’s Age

Ethnic Background: There were 8 (27%) respondents who were Malays, 7 (23%) were Malaysian Indians, while 15 (50%) were of other nationalities.

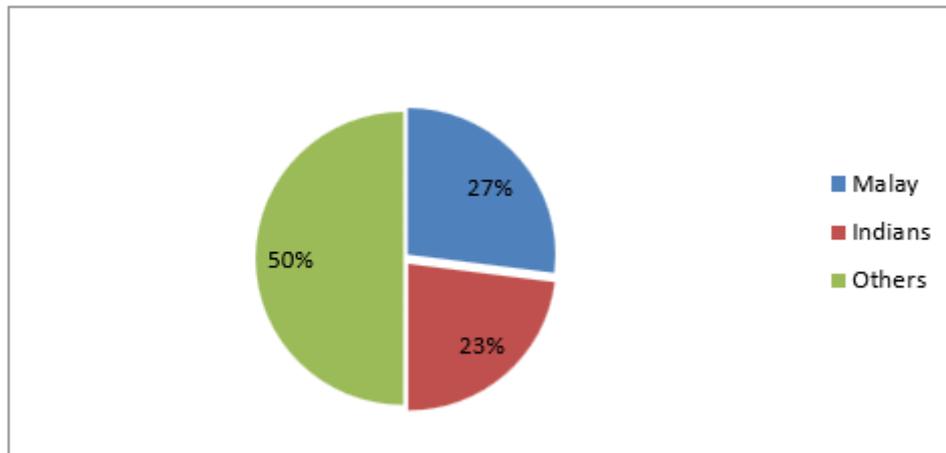


Figure 4.2: Statistics of Respondent’s Ethnic groups

Job Types: The job type categories were broadly divided into 3 main groups: management, Supervisory, and Operational. Two (6.7%) were management level employees, Six (20%) were holding supervisory positions, while another Twenty two (73.3%) were operational level employees.

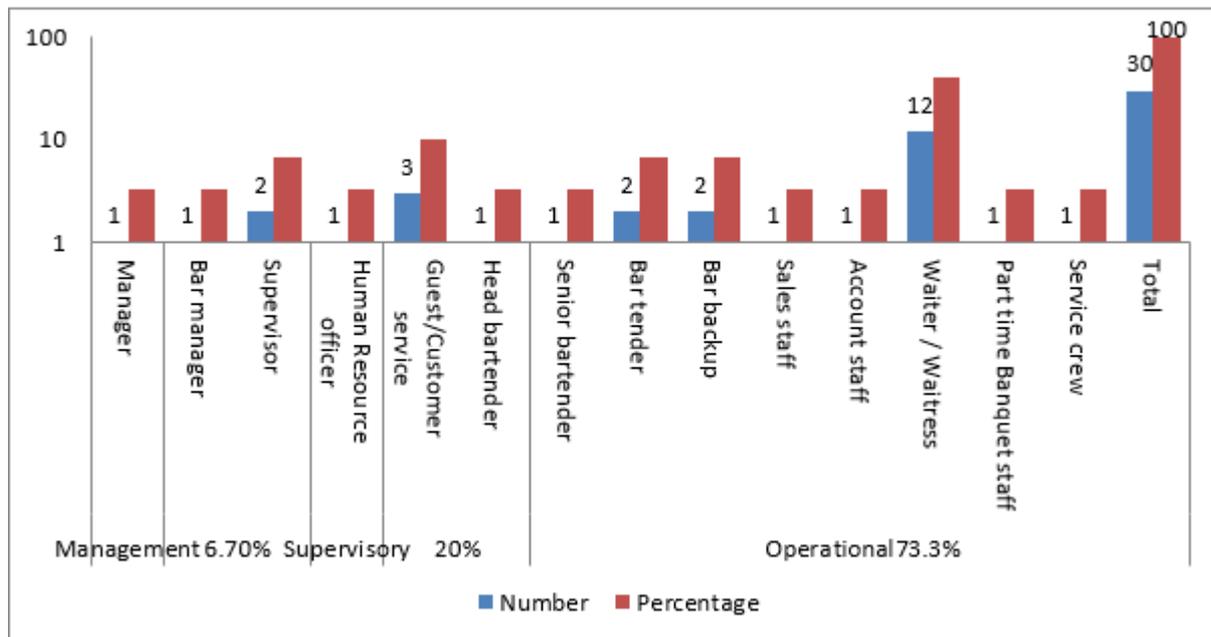


Figure 4.3 Breakdowns by Job Classification and Job Types

**Work Environment**

Total number of respondents: 30

Suitability of workplace atmosphere is very important for a healthy worklife. In this present study 50% of employees strongly agreed and 33% agreed that their workplace atmosphere was suitable for them. And only 4% strongly disagreed and 3% disagreed about the suitability of their work environment in the same place.

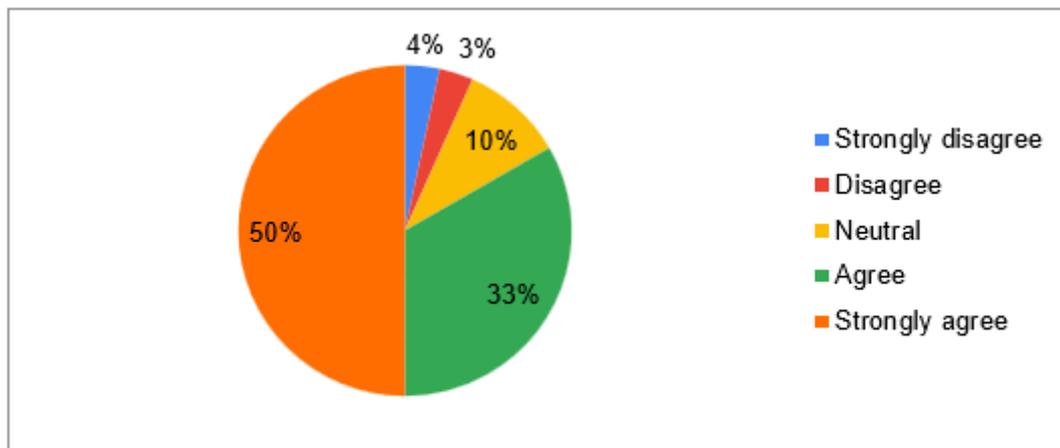


Figure 4.4: Statistics of Workplace atmosphere

In case of personal necessities and acceptance 47% staff strongly agreed and 30% agreed that their work environment were good and adequate for them. And 13% staff remains neutral in their opinion while 3% strongly disagreed and 7% disagreed because they expected better amenities.

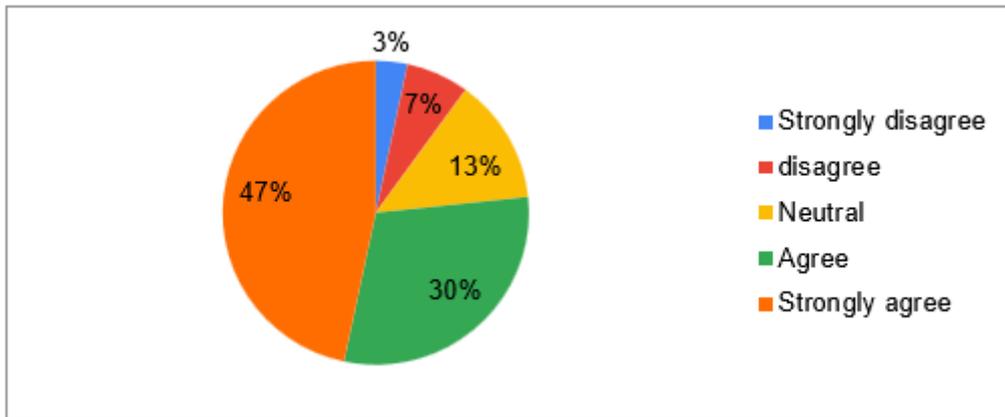


Figure 4.5: Statistics of Workplace environment adequate for the employee

Office politics is now a burning issue in case of employee turnover intentions. It has a profound effect on the mentality of employees. Half of employees agreed that politics runs in their workplace and 33% staff remain neutral. That's also a burning question why they don't want to express their point of view.

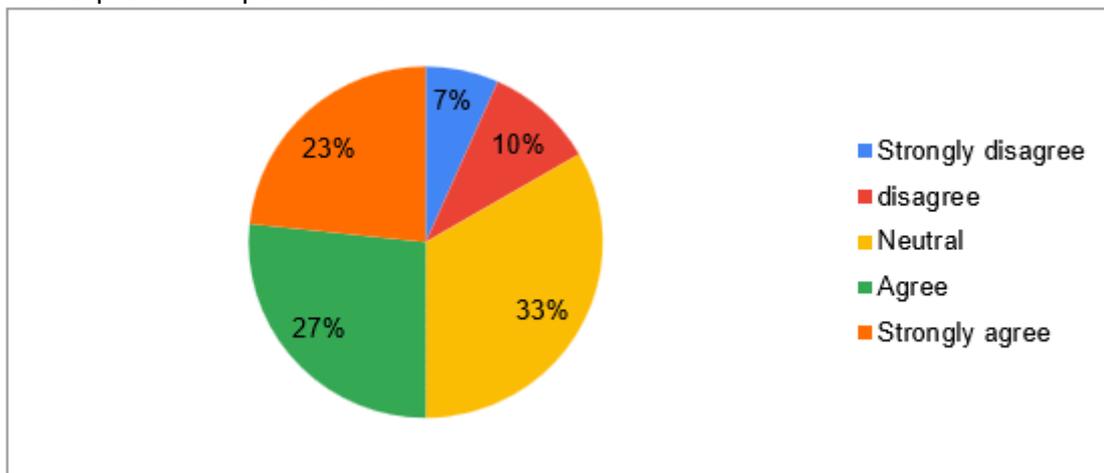


Figure 4.6: Statistics of office politics in the surveyed organization

In the present study almost 90% of employees were satisfied with their basic amenities to feel comfortable and relaxed at their workplace. While 10% disagreed about their workplace amenities. Few of them stated about a less helpful environment and some co-worker don't want to share their burden in time of needing help.

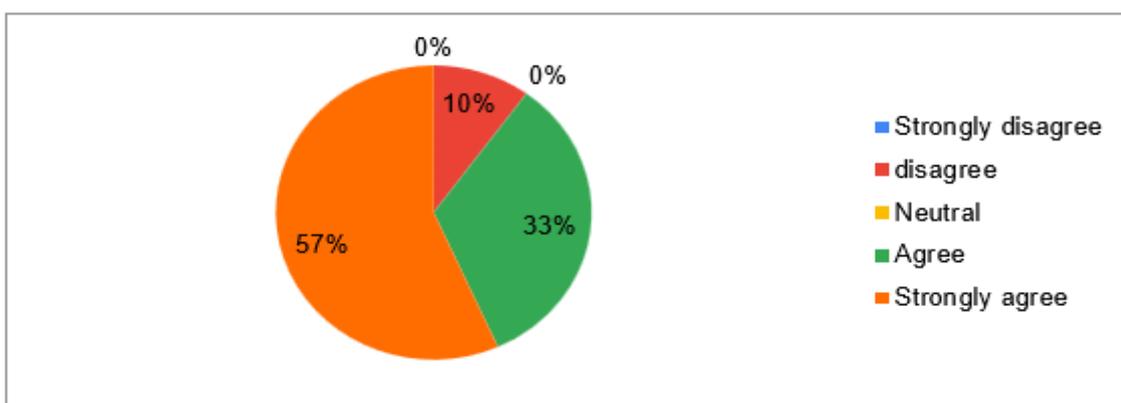


Figure 4.7: Statistics about the basic amenities to feel comfortable and relaxed at work

From the answer of the employee it was clear that this organization operated in a socially responsible manner. These types of facilities influence the employee not to turnover their workplace. 60% of employees strongly agreed and 24% agreed that they had received a good work environment and the organization always gave them a good vibe in a socially responsible way.

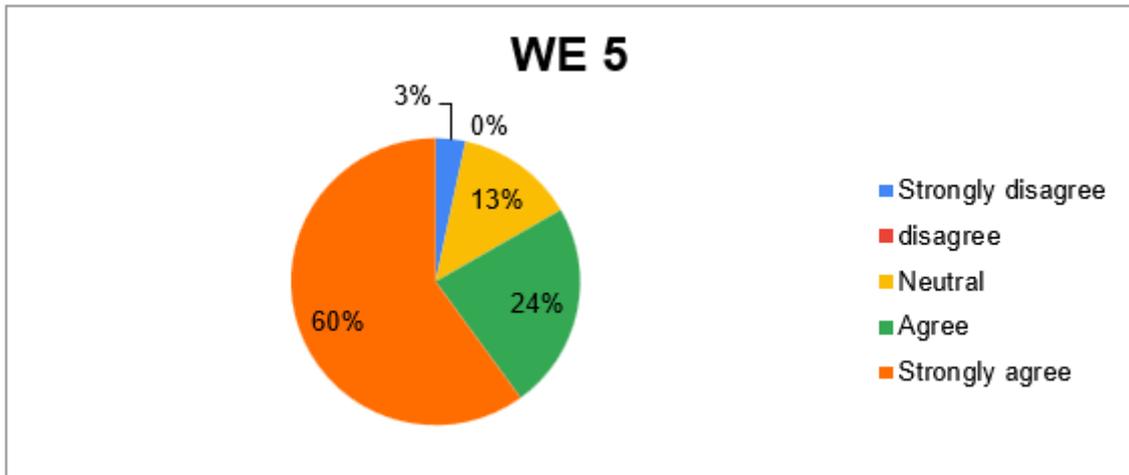


Figure 4.8: Statistics about the organizations socially responsible manner

*Employee Safety*

The study also examined employee safety structure as a contributor to employee turnover. There were 70% participants who strongly agreed, the highest for all the categories. The ‘agree’ segment received 16% votes that ranked second. The opinions in agreement accounted for 86% of the opinions expressed on the issue. 7% respondents took a neutral point of view on the subject of saety structure for an organization. The ‘strongly disagree’ categories received 7% votes respectively. Strong disagreement on the subject received the all votes, indicating that most respondents considered the safety structure of an organization as a major driver in making employment decisions.

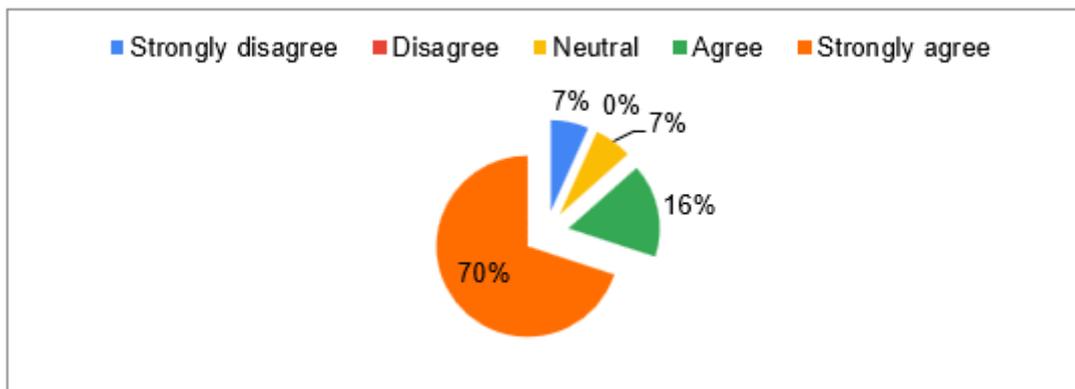


Figure 4.8: Statistics of employee safety at workplace

The question that was posed to employees to measure the condition of the Work Environment as it related to safety was “The organization has a safe work environment for women”. On these questions, both the male and the female employees indicated that it was moderately safe from any danger. On the questionnaire, both employee groups strongly agreed (63%) that it was moderately safe, and all the 17% agreed in the category of years of

experience also concurred that their workplace was considered as moderately safe from any types of danger. Overall, all the employees stated that their Workplace was considered as relatively safe from all types of danger.

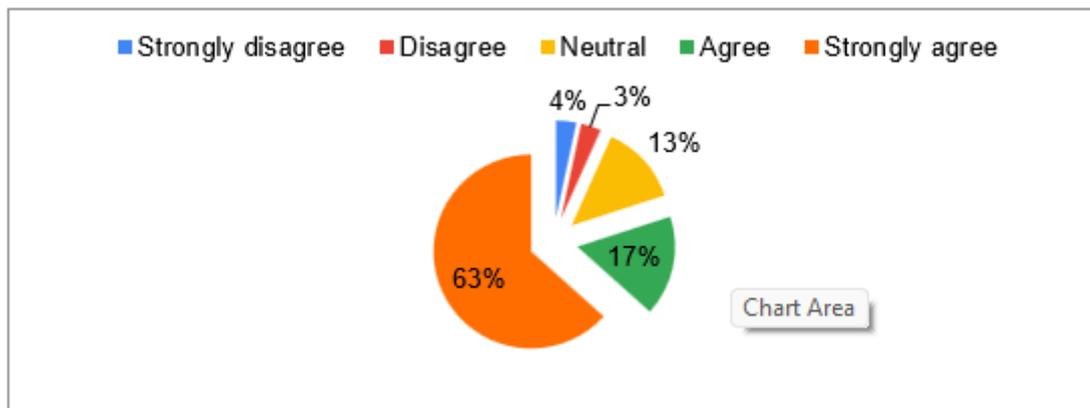


Figure 4.9: Statistics of women employee safety at workplace

The third question used to measure Employee Safety was personal safety, and on this the question the employees were asked was “do you feel like you get the proper instructions to perform tasks safely”. On this aspect, the male respondents indicated that they had somewhat been briefed and warned on those aspects.

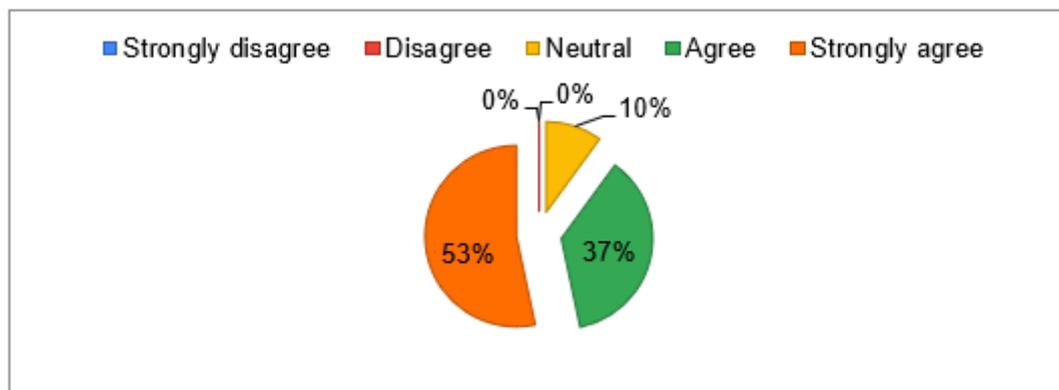


Figure 4.10: Statistics of proper instructions to perform tasks safely

The female respondents however, felt that they had been given good briefing and instruction to perform tasks safely. In these aspects 53% of employees strongly agreed and 37% agreed about the proper instruction of their workplace. 10% of employees were remaining neutral about their answers.

The next question was used to gauge the Safety of the Workplace was proper tools management and on this aspect. On this question, 47% strongly agreed and 40% agreed that they have proper tools to complete their work safely. 3% strongly disagreed and 7% employees disagreed about the fact. 3% of employees were neutral about the question.

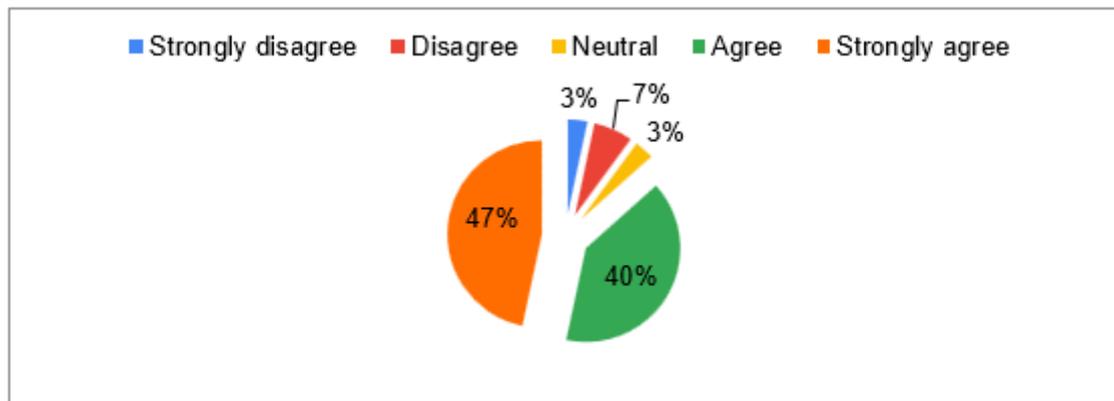


Figure 4.11: Statistics of proper tools management

The final question used to measure Employee Safety was Potential Hazard, and the company training in case of the emergency procedure. Most of the employees strongly agreed and agreed they received the emergency training 20% remained neutral while only few disagreed about proper training. Overall, all the employees stated that their company trained them for emergencies as relatively safe from all types of danger.

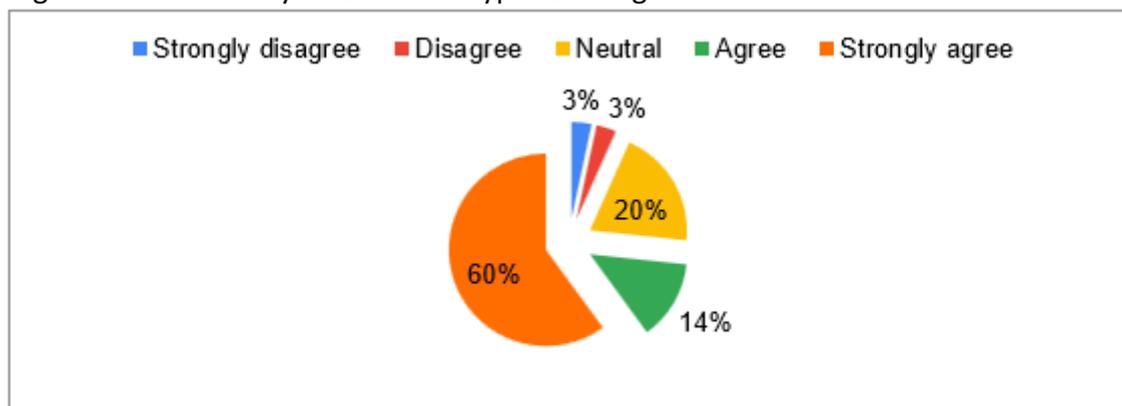


Figure 4.12: Statistics of company training about potential hazards

### *Employee Workload*

Workload has a significant effect on the rate of employee turnover. So that the study also examined employee healthy work-life balance as a contributor to employee turnover. So the question was “the workload assigned to you allows you to achieve a healthy work-life balance” and 73% of participants were in agreement with this statement, with 46% strongly agreeing and 27% agreeing. However, a large number of the respondents (17%) took a neutral stand on the matter and only 10% of respondents chose to strongly disagree.

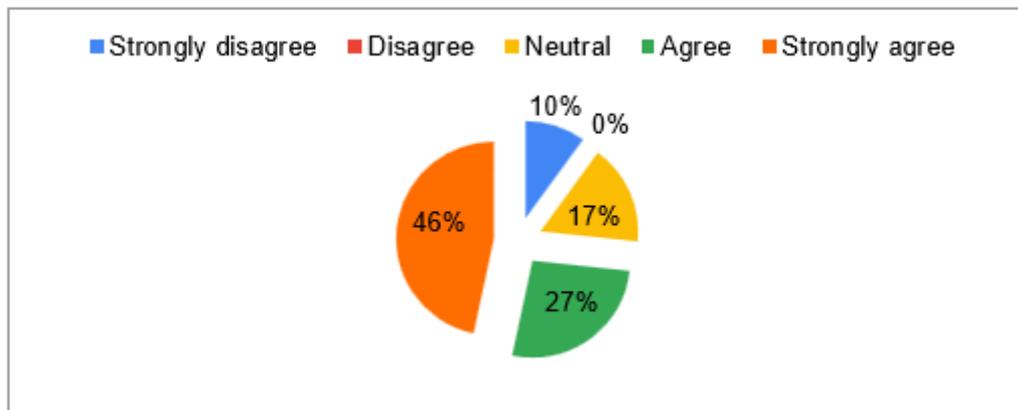


Figure 4.13: Statistics of work-life balance

A challenging career arouses emotional responses and sharpens the creative approachability of employees. Young workers require a challenging career that increases their level of experience. Feeling stressed is a combination of fatigue and other physiological factors that affect performance and personal satisfaction. So the question was about sharing or compassion for their stress in their workplace. Most of the respondents were highly convinced to take sides on the matter and 20% opted to take a neutral stand. The number of respondents who disagreed with the hypothesis was 3%, while 10% strongly disagreed.

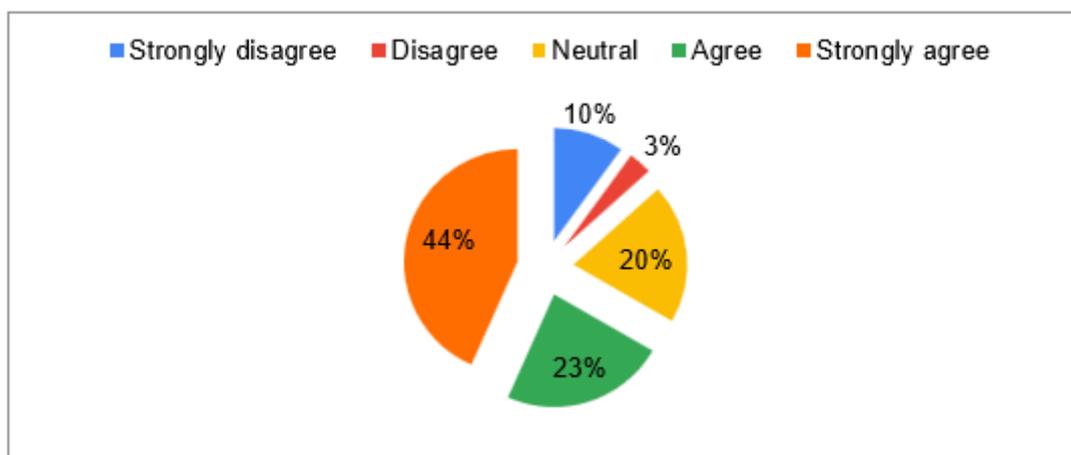


Figure 4.14: Statistics of stress level in their workplace

Workload causes stress at work can result from extended working hours compared with the position at work. This study examined suitable working hours as an independent contributor to the high rate of employee turnover. 80% of respondents supported this factor as a major cause of the high rate of employer turnover and their company gives tasks according to their job position, as indicated by the 47% and 33% participants who strongly agreed and agreed respectively. 17% of respondents took a neutral stand, while the rest of the participants (3%) strongly disagreed.

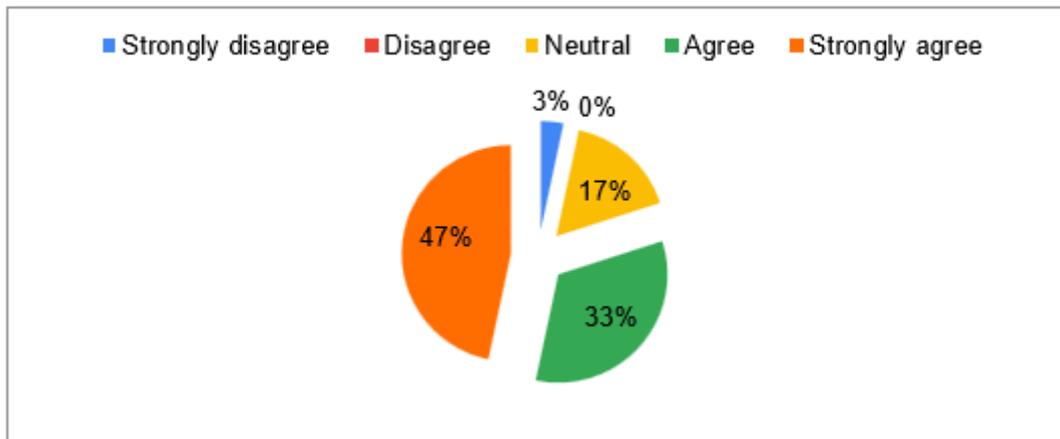


Figure 4.15: Statistics of workload based on their position

We measured work–family balance using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The objectives were: the possibility for flexible working hours; policies that support working parents; and the possibility to arrange the work schedule so that family obligations can be met. 40% of employees were remaining neutral while 30% and 24% of employees strongly agreed and agreed that they can enjoy their flexibility of working hours in case of personal needs.

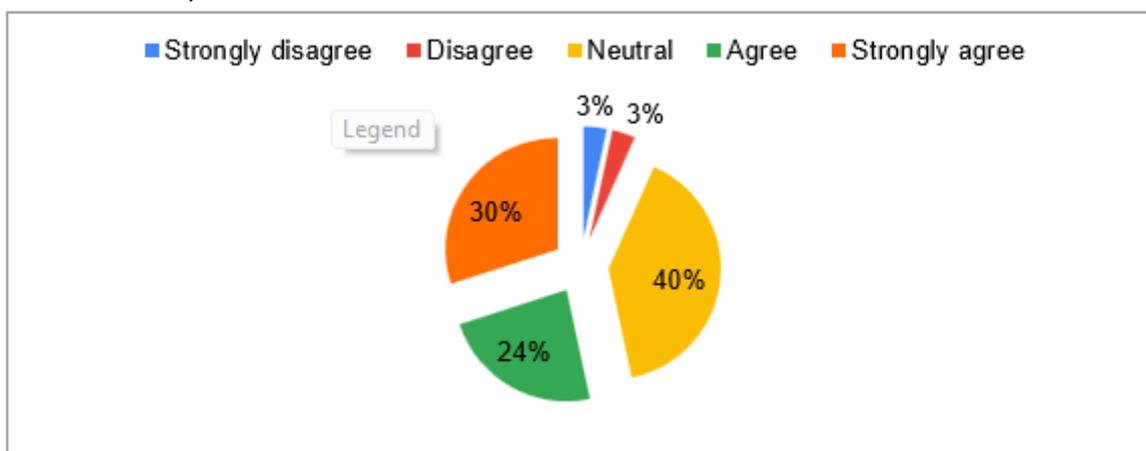


Figure 4.16: Flexibility of working hours

Just in case there is enough vacation time throughout the year 23% staff strongly agreed and 27% agreed that their company gave enough vacation which was adequate for them. And 13% of staff remained neutral in their opinion while 17% strongly disagreed and 20% disagreed and expressed that they were disappointed with the holiday duration.

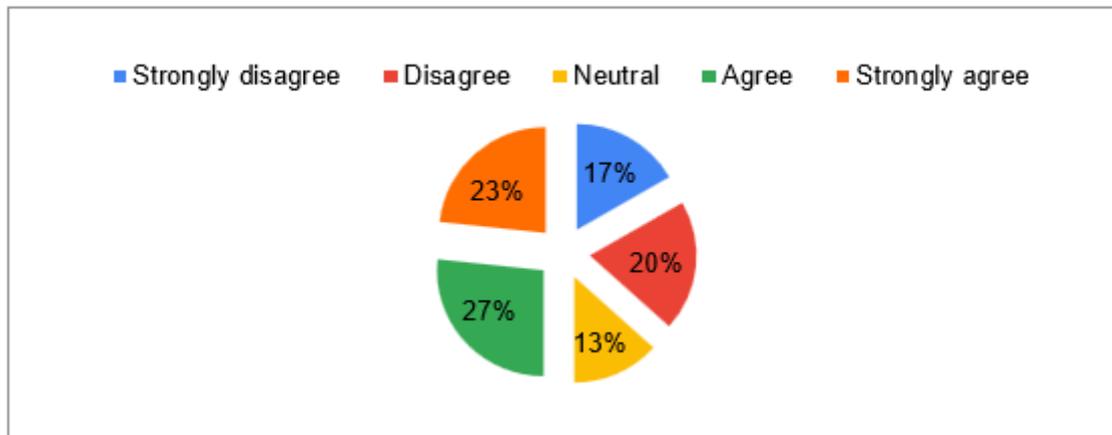


Figure 4.17: Statistics of enough vacation

### Employee Turnover Intentions

We measured turnover intention with three items using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The three items were: leaving the organization as a result of better opportunities elsewhere; a deliberate search for vacancies in other organizations; and the wish to work in another organization.

In the case of a 10% salary increase from another organization, a total of 60% agreed to stay in the same organization while 14% strongly disagreed and 13% disagreed with the new offer. 13% of employees were remaining neutral about their answers.

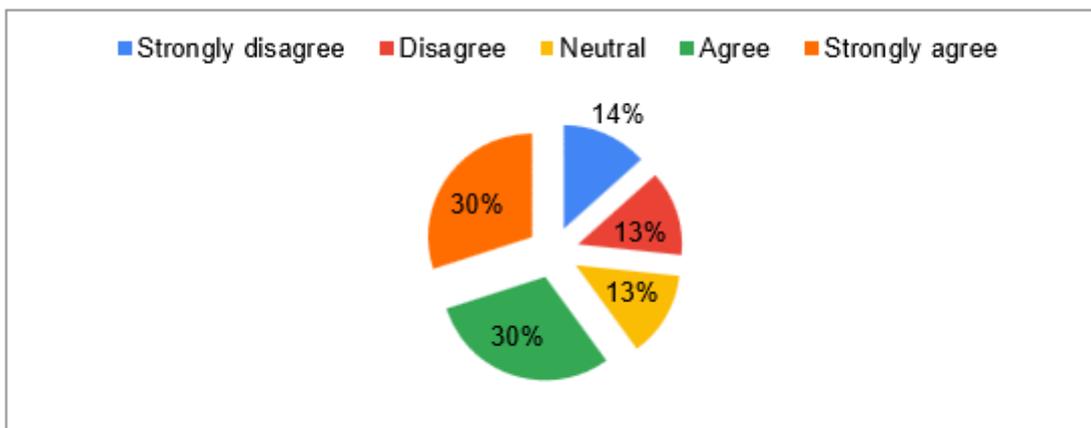


Figure 4.18: Statistics of staying in case of 10% salary increasing

For better opportunities and present discomfort of the job many employees try to turnover and interview in new organizations. In the case of this organization, in the past 4 months only 20% of employees were seeking other opportunities while 80% remained satisfied with their current job.

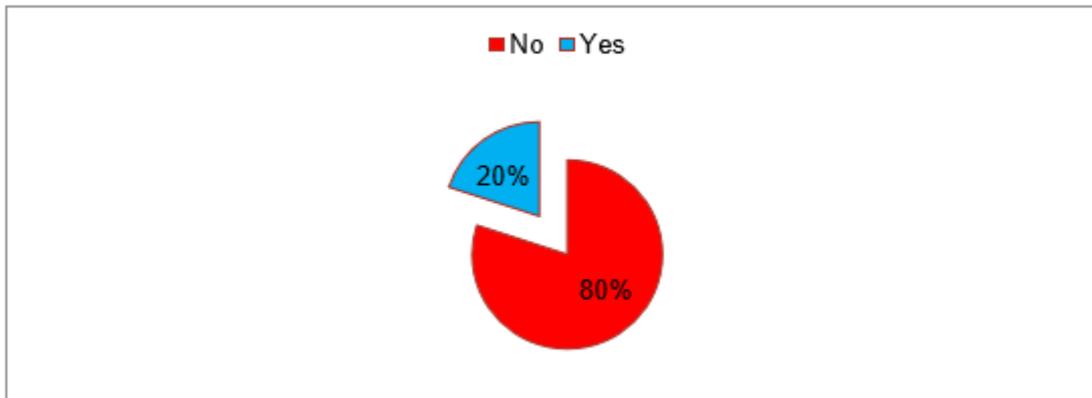


Figure 4.19: Statistics of applying for new jobs within 4 months

We measured the possibility of employees to stay in the same company after 1 year on a likert scale also. . And 50% of employees strongly agreed and 17% agreed that they planned to stay and continue their job with this company while 10% and 3% of employees strongly disagreed and disagreed that they want to turnover if they find any suitable opportunities. Besides, 20% of employees were remaining neutral about their future plans.

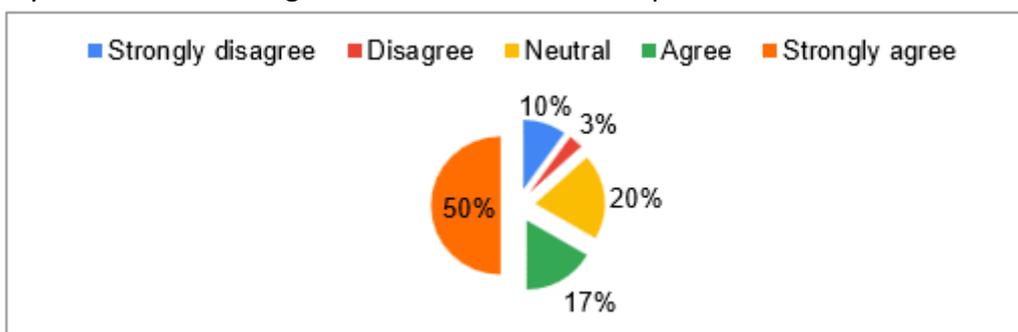


Figure 4.20: Possibilities of staying in same organization after 1 year

Employee turnover can be caused by different reasons and If they were to give notice and leave their organization, what would the primary reason be for them to give as an excuse. There were 4 variables that were used in measuring the extent of Employee Turnover Intentions, and they were Personal, Work environment, Employee safety and employee workload. Among the variable options 50% of employees voted for workload, 27% for employee safety and 20% stated their problems about the work environment while 3% chose other options.



Figure 4.21: Causes of turnover intention

We asked a question about receiving a lucrative job offer today and if they agreed to accept it or not. Surprisingly only 10% agreed and 3% strongly agreed with the opportunity while 40% strongly disagreed and 34% disagreed to receive the offer.

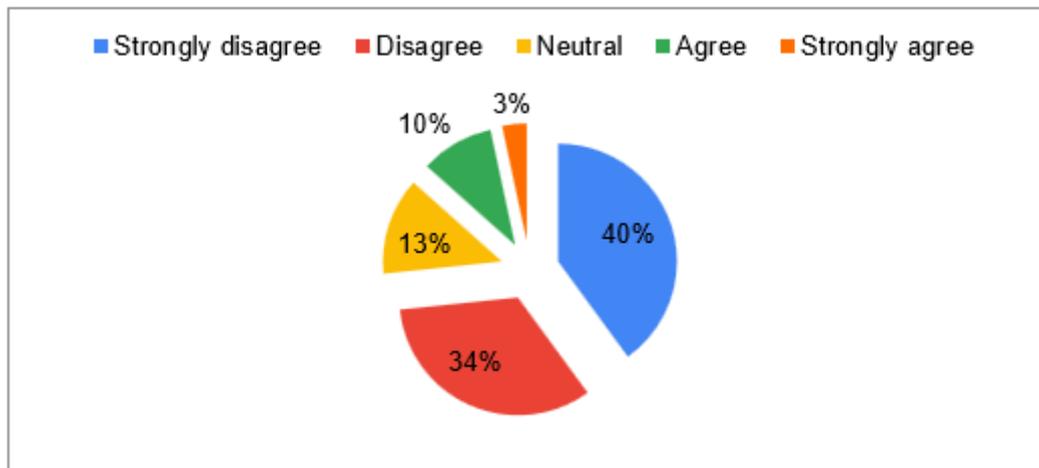


Figure 4.22: Accepting of lucrative offers and leveraging the present organization

## Discussion

### *Discussions on Employee Demographics*

The discussions on the findings on the demographic were divided into 2 parts: Association between Employee's Genders with the Turnover Intentions and Association between Employees' Age Group with the Turnover Intentions,

We bereave, Hitka, and Lizbetinova (2017) found that labor motivation was affected not only by the type of job, but also by age and gender. According to the findings of a study of Slovak worker motivation, young people were more motivated by a desire to increase profits, while older people were more interested in preserving what they already had. Their research found significant gender differences as well as significant differences in the turnover factors of basic wages, job security, and fair employee evaluations. Females, who were typically more mature, were less likely to change their organizational structure as frequently as males.

The extent of association was determined by the age group of employees and their intentions to leave, as influenced by organizational factors. The findings revealed a strong link, implying that organizational factors played a significant role in their decision to leave the company. Employees aged 26–29 years old strongly agreed (50%) with this finding, while those aged 25 and under had a slightly lower opinion on the importance of the organizational factor. Overall, the findings revealed a strong link between the variables and the likelihood of turnover. In fact, all of the employee groups in this category regarded organizational and workplace factors as critical in determining their long-term employment with the company.

## Organizational Factor with Employee Turnover Intentions

### *Research Proposition 1*

There is a relationship between Organizational Factors with Employee Turnover Intentions. The covariance between the two scores was 0.01, thus the findings showed: there was a Very Close Relationship between Organizational Factors and Employee Turnover Intentions.

*Research Proposition 1*

Level of Employee Work Environment is associated with Employee Turnover Intentions. The following chart shows the extent of association between work environment and employee turnover intentions. The covariance was 0.01, thus the result was:

**Results: There was a Very Close Association between the Employee Work Environment Level and Employee Turnover Intentions.**

Chart 1: Employee Work Environment Level and Employee Turnover Intentions

Organizational factor	Turnover intention	Work environment
Turnover intention	0.3236	
Work environment	0.0124	0.337822

The finding that the work environment has a positive relationship with job satisfaction is consistent with Raziq and Maulabakhsh's previous study (2015). Devi and Rani (2016) explained that the work environment has a direct impact on employee job satisfaction and stress levels and that if the organization could provide a pleasant working environment, employee productivity would likely increase. Because the hotel industry, despite its importance, receives less attention than other industries, a research study by Amiudin in 2013 found that understanding how work environments and turnover interact is still scarce. Employees' positive perceptions of workplace relationships can help reduce work-related stress, increase job satisfaction and motivation, and improve performance, according to studies by Kirmeyer and Dougherty (1988); and Tyagi (1985). New employees would try to learn as much as they could about the organization and their roles, according to Berger (1979) and Miller and Jablin (1991), and these information gathering exercises would be crucial in reducing newcomers' uncertainty. That, according to Dirsmith and Covalleski (1985), would allow them to perform well at work. Job performance and turnover behavior were found to have a curvilinear relationship, according to Jackofsky (1984). Employee turnover was found to be inversely related to attitudinal commitment in a study by Allen and Meyer (1990).

**Workplace Factors with Employee Turnover Intentions**

*Research Proposition 2*

There is a relationship between Workplace Factors with Employee Turnover Intentions. Chart 2 indicated the extent of relationship between the workplace factors and the employee turnover intentions. The covariance between the variable was indicated that: there was a Close Relationship between the Workplace Factors and Employee Turnover Intentions. The following section discussed the two dimensions of the workplace factors (Employee Safety and Employee Workload) and determined the extent of association of the two variables with the employee turnover intentions. This would be followed by the presentation on the discussions of previous studies findings that supported or contradicted the study's findings.

*Research Proposition 2a*

Level of Employee Safety is associated with Employee Turnover Intentions. The following chart presented the extent of association between employee safety and the employee turnover intentions. The average scores of the two variables were calculated and

the result was compared to find out the extent of variation between the two. The covariance was 0.02. Thus, the result indicated

Results: There was a Very Close Association between the Employee Safety Level and Employee Turnover Intentions

Chart 2: Employee Safety Level and Employee Turnover Intentions

Workplace factor	Turnover intention	Employee safety
Turnover intention	0.3236	
Employee safety	0.025067	0.397156

Safety improvement interventions must be planned concurrently to ensure that employee safety is guaranteed, or at the very least minimized (Pousette, Larsman, Eklöf, & Törner, 2017). Safety codes could be implemented by businesses to serve as a safety guideline for employees. This ensures that employees have a basic understanding of the company's safety regulations. According to a study by Nordlof et al. (2015), employees who are anxious to meet a specific goal or target are more likely to focus on the potential reward or bonus rather than workplace safety issues. He went on to say that, despite the importance of safety, most employees were unconcerned about it. As a result, he added, this could lead to employees engaging in risky behavior. Training and education, according to Choi and Loh (2017), are necessary to improve the effectiveness of the safety code. This ensures that employees have a basic understanding of the company's safety regulations. Organizations should also emphasize the importance of following all safety laws and regulations. Employees must be aware of the ramifications of committing intentional workplace safety violations or even safety negligence. The Safety and Security Department, as well as its security guards, are a common yet crucial element in ensuring the safety of any organization (Choi & Loh, 2017). According to Wu et al., (2016), companies without a Safety Department should create one in order to improve employee safety and health. Aside from that, businesses must assemble a security guard team that is dedicated to their mission and aware of their own responsibilities. The current limitation for occupational safety and health, according to the Department of Occupational Safety and Health Malaysia (DOSH), is a lack of awareness (Yusuf, n.d.). To protect workers from harm from other individuals or groups and to foster a positive working environment, the government must implement effective measures that increase public disclosure of information, particularly for decision-makers in organizations. Guidelines and Mentor Mentee are two programs that can be used in Malaysia to improve workplace safety (Frieden, 2013). Employees who are properly trained and motivated, on the other hand, will bring in more revenue and make a company more profitable (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002).

*Research Proposition 2b*

Level of Employee Workload is associated with Employee Turnover Intentions.

The following chart showed the level of association between employee workload with the employee turnover intentions. The covariance was 0.1. Thus, the result showed: there was a Slightly Close Association between Employee Workload Level and Employee Turnover Intentions

Chart 3: Employee Workload Level and Employee Turnover Intentions

Workplace factor	Turnover intention	Employee workload
Turnover intention	0.3236	
Employee workload	0.094	0.178889

According to Lewicki and Brinsfield (2017), high turnover in the hotel industry is due to employees' inability to cope with the heavy workload and their inability to communicate with their managers to express their feelings about the workload. Employees who are overworked are a big demotivator when it comes to turnover plans. When employees' knowledge and skills are put to good use in the workplace, they are highly motivated. They have the impression that they are an important and integral part of the company (Nohria, Groysberg and Lee, 2008). According to Roberts (1992), there is a positive relationship between workload, stress, and turnover intentions. Glaser et al. (1999) discovered that there were correlations between workload and stress, as well as stress and fluidity. According to Tausig and Fenwick (2001), if working hours are changed, the high employee turnover rates in the industry may decrease because employees will be more satisfied with their jobs.

### Employee Turnover Intentions

The Relationship between Employee Turnover intentions with Organizational, and Workplace Factors

#### Overall Proposition

There is a Relationship between Employee Turnover Intentions with Organizational, and Workplace Factors.

The final analysis was to determine the relationships between the turnover intentions with all the 2 factors (Organizational, and Workplace) to find out the extent of relationship between the two. The overall average scores were derived and comparison was made to determine the extent of variation. The overall p-value was 7.24E-27. Thus, the result indicated: this is highly statistically significant.

#### Overall Results

Employee Turnover Intentions Have a Strong Relationship with Organizational and Workplace Factors.

Employee turnover may affect organizational financial performance through five major cost categories, according to a study by Narayanan (2016): pre-departure, recruitment, selection, orientation, and loss of productivity. According to research by Duffield et al. (2014) and Griffin, Hogan, and Lambert (2014), high employee turnover can have a negative impact on an organization's performance and economy. According to Amankwaa and Anku-Tsede (2015), when an organization's employee turnover is high, it loses millions of dollars and its leadership position. Employee turnover can also result in unemployment and stifle economic activity (Mehrnoosh and Jouzaryan, 2016). According to a study by Zhang (2016), a sustainable and productive economy that was well aligned with the relationship between employee retention and economic balance would achieve its objectives with a stable workforce. All of these are disasters waiting to happen, and employees will be forced to leave

a company that provides such services. One of the main reasons for the high employee turnover rates in this critical industry is because of this (Sahinidis and Bouris, 2008). When well-trained employees tend to leave a company, it risks losing some of its most valuable assets (Narayanan, 2016).

A Bar manager of the bar stated that:

"At all times, I show respect for my employees." I always pay attention to them and try to be formal and polite when responding to their ideas, never making fun of them or making them feel embarrassed. I communicated to them that they are important to our organization."

A supervisor of the bar in this study stated that:

"Employee turnover has a significant impact on service quality because experienced employees know what works best for his company and are familiar with its goals. As a result, when he leaves, the entire service will be disrupted because new employees take time and effort to learn. Some problems may have arisen by the time he gets to know the organization, and this may result in a loss of customers to our bar."

### **Conclusion**

This study found that independent variables such as work environment, employee safety, and employee workload have a significant impact on hotel employees' intentions to leave their jobs. As a result, the organization must focus more on all of these independent variables in order to create a positive work environment that will ultimately improve employee satisfaction. Employees who are highly satisfied are more productive and committed, which helps the company deal with issues like employee turnover.

Furthermore, this study provides useful information for readers, future researchers, HR managers, and the government to gain a thorough understanding of the work environment factors that can have a significant impact on employees' intention to leave. Aside from that, this study offers several suggestions for future researchers who want to improve their research.

Finally, this study provides useful information not only for the hotel industry, but also for other industries, with the goal of reducing employee job turnover. This research study's main goal was accomplished. The link between the independent variables (work environment, employee safety, and employee workload) and the dependent variable had been successfully identified by the researchers (turnover intention).

### **Acknowledgments**

[Add acknowledgments (funders in full names, contributors) here.]

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