

# The Impact of Financial and Moral Dimensions of Hotel on the Staff Turnover Intention: A Field Study on Five Stars Hotel in Aqaba Special Economic Zone Authority (ASEZA)

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## Abstract

The study aimed to identify the most important factors to ensure retention of staff within the five star hotels in the city of Aqaba, seeking to renew the intention to stay in the work without thinking about leaving work, since five-star hotels in the Aqaba Special Economic Zone(ASEZA) suffering high labor turnover rates, a serious indicator affects the level of service in those hotels, in addition to its impact on ensuring the quality of services provided, and the impact on achieving guest satisfaction and thus repeat visit or not.

So the idea came to treat this growing problem in Aqaba five-star area hotels, in order to explain negative impact of a very important and caused by leaving the employee to his job, because of the weakness or absence of retention policies, and the implications for the hotel and its guests and clients on the one hand, and on the same employee on the other.

The results of this study showed that the moral and financial dimensions have significant impact on the intention of employees to leave work. The results showed that the data analysis of Human resources maintenance skills Program, Routine and work rules, Preference position levels, Personal issues, Issues related to work, personal issues, and Job satisfaction have significant relationship on employees to leave work. The results also showed that the financial dimensions have significant impact on the intention of employees to leave work.

**Keywords:** Financial Dimension, Moral Dimension, Staff turnover intention, Human resources polices.

## **Introduction**

According to the evolution of the remarkable urban renaissance taking place in the tourism and hotel sector in the Hashemite Kingdom of Jordan in general and in the city of Aqaba especially in recent times, and increased demand for specialized management and operation of the facilities of this sector of human resources, reflected us and clearly the importance of the role played by the human element in the continuity and sustainability of the helm of the hotel work for those large-scale organizations; making them rely almost entirely on the capacity and capability of their employees at work, and the provision of services for guests and tourists management (domestic and foreign) to the fullest, and in accordance with the requirements of global service standards, this as well as the possibility of teaching them the hotel a competitive advantage among hotels in the region competition, so During the high performance, efficiency and specialized achievement masterly works, all the product of the extent of the organizational commitment of the staff within the hotel, may have many years of experience in the hotel area of to achieve those features of the hotel staff impact, and this has been proved by the study, which is: how I keep staff in the hotel than to leave work and that After ensuring their desire to continue to work inside the hotel.

Organizations seeking for the time being to keep its employees in light of the troubled competition between the present organizations, as deliberately organizations and departments, to provide temporary incentives to keep employees without taking into account striving to win their loyalty and prepare them to belong to the organization in the long run, in order to ensure the achievement of organizational commitment. So hotel must organizing that focus on performance efficient, and all of those programs are expensive and require time and effort to prepare, so it has to be a vision of those organizations to be clear when planning and preparing for those programs; based on scientific grounds professional and well thought out according to the requirements of global service standards for the hospitality industry; so as to ensure the achievement of goals and objectives by departments; and be able to face the challenges of globalization and the acquisition of foreign labor to work in the tourism and hotel for the city of Aqaba market opportunities.

## **Problem of the Study**

Lies the problem of the study by answering the following questions:

- What are the financial and moral factors causing employees to leave their jobs in the five-star hotels in the city of Aqaba?
- What are the procedures and ways to keep and retain staff of their work in five star hotels in the city of Aqaba?

## **Objectives of the study**

- Identify the main financial and moral reasons for leaving the staff for their work in five star hotels in the city of Aqaba.
- Ensure the survival of staff, especially those with the capacity, skills and talent, to ensure the quality of services provide.
- The reduction of the adoption of the five-star hotels in the city of Aqaba, on foreign labor; guarantee to retain employment opportunities for national labor, and to ensure that they non migration outside the Jordan.

## **Hypotheses of the study**

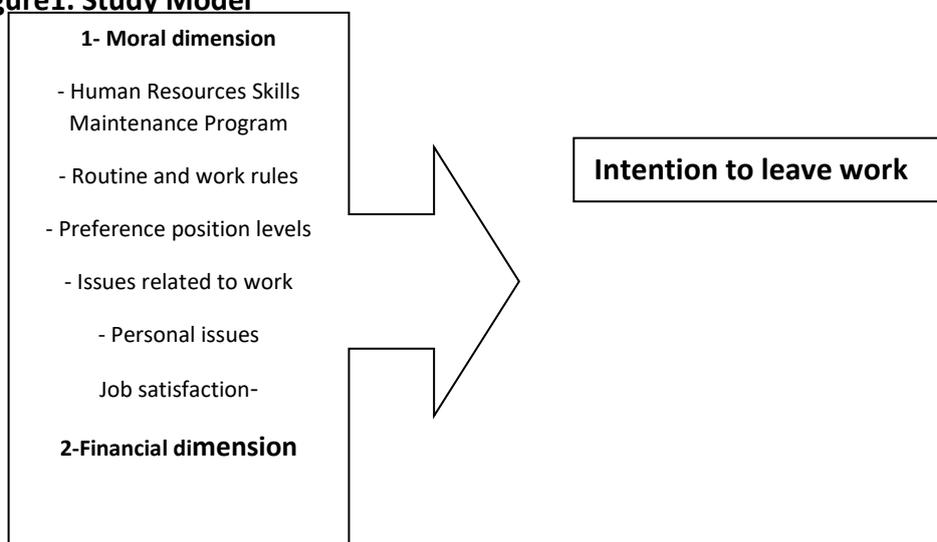
**First hypothesis** - There is no significant effect of the moral dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

And the first hypothesis subdivided into six sub-hypotheses:

- 1- There is no significant effect of human Resources Skills Maintenance Program with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.
- 2- There is no significant effect of Routine and work rules with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.
- 3- There is no significant effect of Preference position levels with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.
- 4- There is no significant effect of Issues related to work with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.
- 5- There is no significant effect of Personal issues with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.
- 6- There is no significant effect of Job satisfaction with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

**Second hypothesis** - There is no significant effect of the financial dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work, within five star hotels in the city of Aqaba.

**Figure1. Study Model**



**Study Methodology**

Questionnaire was used in the current study; the sample frame for this study includes all Aqaba Hotels five-star, and their number are (7) hotels. The questionnaires were forwarded to three levels of management ( Top, Mid, and Executive) employees working in the hotels. The aims of the questionnaire are to know the impact of Moral and financial dimensions on Intention to leave work.

This process took place from the 19<sup>th</sup> of Sep to the 19<sup>th</sup> of Nov, 2016. There were 350 questionnaires distributed as part of the study. There were 331 questionnaires returned, thirty four of them were rejected, and that leaves 279 questionnaires in which participants respond to, and therefore the response rate came up to 54.69%.

### **The study population**

The study population comprised of all Aqaba Hotels five-star, and their number are (7) hotels, respectively, (Intercontinental, Movenpick two branches of Aqaba and Talabiah, Rdison Blue, kampanski, and double Tree of Hilton) hotel.

### **The study sample**

Sample stratified study random; as was selected group of employees in the study population consisted of the three levels of management ( Top, Mid, and Executive) employees working in the hotels. A participant in five stars hotels in ASEZA total database includes (702) respondents, include (543) Jordanian respondents from all hotels. The present study included 297 Jordanian respondents.

### **Hotel Environment**

Witnessing Aqaba Special Economic Zone Authority (ASEZA) significant economic growth, particularly in the tourism and hotel sector, though the number of hotel organizations due for completion over the next four years will be in need of an estimated 25,000 employees. The number of staff will need to prepare and create a high amount, so that those hotels departments provide services to guests and customers in proportion to the requirements of global service level.

It could be argued that any hotel has three types of resources:

First - Physical resources

Second - Human Resources

Third- Financial Resources

In this study we focused on the human resources.

Human Resources in hotel are characterized by a number of features including:

- Paucity resources.
- Valuable resources.
- Resources have the status of sustainability.
- Distinct resources.
- High-energy resources.
- Resources are difficult to Abdicate easily.

Bhatnagar (2008) explained that staff retention is a motivation and incentive largest in attracting the attention of organizations in the world today, and strive to design department is improving the processes (recruitment, development of human resources with the required skills, in order to meet the needs and regulatory standards current and future Organization).

The study of both (Te Yanga, & etal, 2012) and (Inesona & Jzsef, 2013) Indicated that there are shortcomings and obvious from the departments of hotels regarding the lack of full understanding of the needs and desires of current employees, and future expectations concerning their career Tasks, and that there is a mismatch between expectations the employee about the job and its duties and aspires to him actually of the aspirations of what was envisioned during the progress of the job.

So it is necessary to put a proactive plan to maintain the staff to leave work; and to keep them through careful activation of the following (Campbell & Reyes, 2015):

1. The human resources strategy, planning and recruitment represented to ensure choose the employee best suited for the job from the beginning, in addition to a review of the material and moral rewards program.
2. The internal marketing strategy, incorporating work routine, communication between management and staff skills, administrative support staff, education, training and development, upgrade the serious and effective programs, and to ensure justice.
3. The retention of knowledge and sustain a strategy, through networking, communication and knowledge transfer and circulation staff, to ensure the proper upbringing of behavior, rules and norms within the organization, and ensure the availability of education and educational environment for employees a comprehensive and integrated to keep the employee familiar with the continuous and knowledge through the activation of the role of collective work teams, and to promote relations between constructive social workers to ensure access to the Acquisition of individual knowledge and investment in human resources within the organization, and the development of the concept of the best investment of the human mind.

"(Lepak, Liao, Chung, & Harden, 2006: 233) conceptualized that human resources systems, regardless of their strategic objectives, are comprised of three distinct human resources policy domains that are each instrumental in the composition and effectiveness of human resources systems:

1. Human resources policies that focus on employee knowledge, skills, and abilities.
2. Human resources policies that focus on managing employee effort & motivation.
3. Human resources policies that focus on employees' opportunity to contribute."

While the study of (Punia & Shanna, 2008; Karatepe & Olugbade, 2009; Yee & Yeung, 2010; Van, 2011; Muteswa & Ortlepp, 2011), focused on the factors that affect the retention of employees, and the employee's reasons for leaving the organization. The researchers suggest that the impact of some of the recommendations to retain employees in the business sectors, and among those factors represented the following:

#### **First- Moral dimension:**

1. Human Resources Skills Maintenance Program:

Advanced human resources management believes that the best investment of human capital is the creativity and survival, and the key to progress, and usually it begins investment phase of recruitment, selection with the knowledge and capacity of renewable and skills, then the setup and configuration stage through integrated and advanced training programs, to carry out their tasks and duties in accordance with the policies and procedures approved organizations work (Campbell & Reyes, 2015: 302), and then begin the process of developing the capacity and skills to raise the efficiency of performance and achievement and productivity, and to enhance the competitive position of the organization in the labor market, then planning a career path, for the studied configuration career case which offers opportunities best suited to pick and choose the most efficient and effective employees, to assume positions jobs in the pyramid of management (Murki, 2014).

2. Routine and work rules:

It's unwilling to come to work for frequent tasks of the employee, or because it has become routine tasks are repeated day after day, it's making the employee to think about searching for another job, in addition to lower productivity and moral motivations to

accomplish tasks and duties. And human nature wants change and renewal to the requirements of its life, including work (Curtis & Severt, 2009).

3. Preference position levels:

It is an upgrade to the employee's degrees and careers above the current degree, and according to the fixed standards and conditions, of which is a right of the employee's rights, and is considered an incentive morally to the employee's to do their duties well. The employee is always trying to occupancy of senior positions within the through differentiation in performance for the other employees, and always makes sure the employee to look toward what is best. Upgrade employee to a higher position does not mean motivated him financially only, but also morally through a grant of powers and the broader expansion in his ability to make decisions, which urged him to differentiate more in the field of work, and creativity even comparable to what is best (Garavan, & O'Hanlon, 2006).

4. Issues related to work (shifts, overtime, work facilities):

Most classified hotels in the world depend on a system of work shifts, usually three shifts (ABC) by eight hours each shift, in addition to the hour switch shift, was an employee remains in one of the shifts for a several months which creates a boring, fatigue, and physical, psychological exhaustion. The overtime system is equivalent to the employee on his work for hours outside the shift, or day off or holidays, as an extra paid hour, in addition to the salary (McNamara & Quinlan, 2011).

5. Personal issues (insurance, health, and family):

There is a different Health insurance given to the employees and their family by functional class degree. In some hotels the managers also endows insurance first class, and the other employees they take insurance with lower degree, or may even all staff in hotel about giving the same degrees of health insurance, so the hotel will be sponsored to pay ratio from the amount, and the employee carry on ratio depending on how secure it (Khaleefah, 2015:252).

6. Job satisfaction:

We can considered job satisfaction as a factor or variable represents the outcome of the various sentiments formed by the person during his work through interaction with his job, this interaction is influenced by a set of interrelated factors in the formation of a general job satisfaction, which can be classified into personal factors, social factors related to the nature of the work itself (Pan, 2015).

Job satisfaction can be divided into two types ( Gunlu & Sahin, 2010) :

A. General satisfaction: a (salary satisfaction, job content satisfaction, opportunities of Employee upgrade satisfaction, supervision pattern satisfaction, team work satisfaction, working hours satisfaction, job conditions satisfaction.

B- Qualitative satisfaction: the employee's satisfaction with a specific aspect of his work without the other aspects, as satisfies Financial Rewards, while is not satisfied with the supervision pattern.

(Cho & Erdem, 2006) and (Govindarajulu & Daily, 2004) confirms that organizations in recent times this decade began to focus on the behavioral and psychological aspect in dealing with employees, because of the actor and the great role played by this aspect in motivating employee perform the tasks and duties entrusted to theme to the fullest, and to ensure their loyalty to hotel.

(Jeswani & Sarkar, 2008) and (Gursoy & Chi, 2008) See that in the midst of these revolutions we have emerged the problem of the depletion of efficient human resources, especially to global hotels and imposed on itself the responsibility of managing this problem and try to solve them within the capacity and self-energies, depending on staff retention strategy gifted, and try to keep them in the workplace through to satisfy their needs and desires and to achieve future aspirations.

### **Second- Financial Dimension:**

Compensation and rewards meet effort by the employee in any job for wages and incentives that fit with the amount of that effort, the sense of finding a relative value of the function of a specific wage compared to other jobs, and this wage takes several types, including salaries and wages, financial allowances, rewards, and financial incentives. The type and size of the effort of altered function, as to time and skill required and the efficiency of achievement, and in proportion to the achievement of the organization's goals (Worrall & Cooper, 2014). The effectiveness of the organization are linked efficiently the human element and its ability to work, and the desire of as a moving element, the effective use of material resources available. The Management relies on maximizing the results on the rational use of material and human resources available. The motives and incentives of the basic effects that play an important and vital role in the behavior of personals, and which can create desire for their performance. Which it can be said that the organization's ability to achieve its objectives depends to a large extent on the administration's success in providing adequate motivation of individuals and the development of an effective system of incentive that directs to stir motivation, which in turn pay workers for production and check their satisfaction with that work leading to the lifting of the spirit moral and increase performance rates (Bohlander & Snell, 2006).

They are often the focus of the survey Compensation and rewards on the following aspects:

- Basic salary rates.
- Minimum and maximum limits for the levels of salary.
- Incentives.
- Increases in salaries to keep pace with the cost of living.
- Periodic paid vacation.
- Paid sick vacation.
- Treatment compensation.
- Insurance.
- Periodic bonuses.
- Reward dispensed employee services.
- Overtime wages
- End of service benefits.

### **Intention to leave work:**

Many researchers focus on the issue of intent to leave work during the last years, we can define the intention to leave work in general as being the intention when the worker is an employee or in voluntarily put an end to the employment relationship which his organization operates. The newly identified (Arshadi, 2011; Park, Christie & Sype, 2013) leave work as one of the trends that lead to a drop in membership of a social system that is exclusive and personal initiative of the worker.

And mainly reflect all of the literature on this phenomenon intention to quit. This probably will not guarantee transformation of this intention to actual behavior, but the availability of the motives and factors help to do so. Therefore we can say the intention of leaving the work, is a plan set by the worker to leave his current job, hoping to get another one in the near future, in the sense that the intention of leaving the work is that decision that precedes the actual work leave (Tham, 2007).

Away from talking about the negative consequences of the high rate of work on the organization that is at cost, which could be spent in order to make up the shortfall in labor turnover, especially if departing from the competencies and high-skilled, as well as the effect of leaving the people in the rest within the organization working in terms of the low morale level job satisfaction and a decrease in performance as well( Nadiri & Tanova, 2010), we can imagine that the workers who have the intention to leave work , even if that was not their intention to turn into a real act show (Flinkman, Laine, Leino-Kilpi, Hasselhorn & Salanterä, 2008), For example, many of the behaviors that can be detrimental to the organization, studies and literature in this context refers to the possibility of increasing the rate of absence when there is the intention to quit. Moreover, the factor that has the intention to leave his job will be less tied to the organization and affiliation. It should also be noted that workers who have the intention to leave work can show deliberately low level of performance with possessing the required qualifications to work. And finally it must be pointed out that the negative behaviors and behaviors exhibited by individuals who have the intention to leave work can also affect the morale and in the actions and behavior of their colleagues who remain in the organization.

(Coomber & Barriball, 2007; Jourdain& Chênevert, 2010; rshadi, 2011; Chang Lee, 2010) they said, since the eighties of the last century between several studies factors that can affect the intention to quit. In general, we split the specific factors intention to leave the work into three main categories, as follow:

1. **Social and economic factors:** These represent determinants factors that are outside the control of the individual worker. Prominent among these factors and economic conditions of the market, such as: the rate of inflation and the unemployment rate, as well as supply and demand and other factors level, as can be seen as complex and mixed chip capable structure on the work of the population is a social and economic factors that also have an impact on the intention to quit.

2. **Personal factors:** Personal factors play an important role in explaining the phenomenon of intention to quit. In this context, studies and literature refers to the importance of the impact that practiced by some demographic factors (such as age, sex, seniority, family status, and the degree of education, as well as the associated skills factor and capacity factors, as well as the level of its association with and commitment to the work being performed), illustrated by the reports and results studies show that older workers offer a low level of intention to leave work at least not compared to their peers. The young workers have more flexibility and scalability of the kinetics of a few because of their family responsibilities, as well as in most cases, young people running a few important management positions.

3. **Organizational factors:** organizational factors exert an important role in explaining the phenomenon of the intention to leave work and also interpreted. As studies show the influence of the organization size, the information available, organizational and communication, organizational support and support line managers ... etc on the intention to leave work. The size of the organization is linked to some of the workers for the progress and development opportunities in terms of possible career path for a worker, and then there is a

negative relationship between the increase in the size of the organization and intention to quit. For the telecommunications regulatory factor, the fact that the worker communication and transfer of information within the organization that employs practiced without doubt influential in his intention to quit. As well as the impact of the support and care practice by the organization in general and line managers in particular the intention to leave work also appears. These factors differ in their assessment of one individual to another, and then vary in their ability to influence the difference on the one hand and evaluate individuals have on the other hand.

### Measures

The participant in five stars hotels in ASEZA total database includes (702) respondents, include (543) Jordanian respondents from all hotels. The present study included 297 Jordanian respondents. Displayed in (Table 1).

(Table 1) Percentage of the population by gender, ages, education level, experience, and job position with regard to the five stars hotels in ASEZA.

Variables		Frequency	Percent%
Gender	Male	240	80.8
	Female	57	19.2
age	Less than 30 years	224	75.4
	40- less than30 From	48	16.2
	50- less than40 From	22	7.4
	More than 50 years	3	1.0
Education level	General high school	44	14.8
	Diploma	129	43.4
	BA	116	39.1
	Master & PhD.	8	2.7
experience	less than 5 years	175	58.9
	From 5 - less than 10 years	67	22.6
	From 10 - less than 15 years	36	12.1
	More than 15 years	19	6.4
Job position	General manager	5	1.7
	Head Department	56	18.9
	Supervisor	86	29.0
	Employee	150	50.5

### Results Analysis Discussion:

Means, standard deviations, rank, and relative importance among the variables are presented in (Table 2). As shows, all variables are significantly correlated.

**First- Moral Dimension**

(Table 2) Human resources maintenance skills Program

No.	Item	Mean	St. Deviation	Rank	Relative importance
1	The hotel supports training programs fit with the employees Needs.	3.57	.764	2	Medium
2	The hotel provides the elements of the training Program and accessories for employees training..	3.69	.783	1	Medium
3	The development programs for employees enhance their knowledge and develop their skills and creative abilities.	2.62	.802	3	LOW
	<b>TOTAL</b>	<b>3.293</b>			

The hotel management interest to provide the elements of the training Program and accessories for employees training program, but these programs need to develop and update according to the market and guests needs.

(Table 3) Routine and work rules

No.	Item	Mean	St. Deviation	Rank	Relative importance
4	Your routine tasks are change according to the work needs.	3.79	.846	1	High
5	There is a commitment determine your working hours within Shaft without delay or increase or decrease.	2.47	.726	2	LOW
	<b>TOTAL</b>	<b>3.13</b>			

It's very important to make a rotation work for employees in order to break repeated tasks, and make change routine for theme.

(Table 4) Preference position levels

No.	Item	Mean	St. Deviation	Rank	Relative importance
6	The hotel supports a fair upgrade system for all employees.	3.45	.692	1	Medium
7	The management is always trying to occupancy of senior positions within the through differentiation in performance for the employees.	2.45	.837	2	LOW
	TOTAL	<b>2.95</b>			

One of the most important considerations to be taking and follow, is the position levels of career employees who deserves functional change rank, being considered as an important incentive to gain his loyalties and commitment to work, and to ensure its survival in the hotel, Through upgraded the employees which have experience, ability, and skills for administrative positions, to ensure the success and progress of the workflow.

(Table 5) Issues related to work

No.	Item	Mean	St. Deviation	Rank	Relative importance
8	Most employees remains in one of the work shifts for a several months	2.46	.896	1	LOW
9	The overtime system work gives the employees an extra paid hour, in addition to the salary	2.27	.895	2	LOW
	TOTAL	<b>2.365</b>			

Calculation of hours and days overtime, and record their impact on the financial staff, and add it to the monthly entitlements, Represent a positive incentive to stay at work, Provided that does not affect the level of quality of services provided by the employee. In case the employee assigned extra work paid to him for each extra hour of work, paid the equivalent of 125% of the normal wage for each hour worked on ordinary days, and 150% of the normal wage for each hour worked on weekends and public holidays.

(Table 6) Personal issues

No.	Item	Mean	St. Deviation	Rank	Relative importance
10	There is a different Health insurance given to the	3.46	.989	1	Medium

	employee by functional class degree				
11	All staff in hotel giving the same degrees of health insurance	2.25	.834	2	LOW
	TOTAL	<b>2.855</b>			

Supposed to be equal to all the hotel staff about giving them the degrees of health insurance, so the hotel will be sponsored to pay the bulk cost of the amount, and the employee shall bear the right pane, according to the health insurance degree.

(Table 7) Job satisfaction

No.	Item	Mean	St. Deviation	Rank	Relative importance
12	The employees have general satisfaction about all aspects in their work	2.42	.886	2	LOW
13	The employees have specific aspect satisfaction of their work, without the other aspects satisfaction	2.56	.765	1	LOW
	TOTAL	<b>2.49</b>			

Job satisfaction is a sense of conviction and psychological satisfaction or happiness to satisfy their needs and desires and expectations, with the work itself and the content of the work environment and with the confidence and loyalty to work.

Through the results of the analysis show that there is dissatisfaction about the job, it's a serious indicator often leads to intention to leave work

### Second- Financial Dimension

(Table 9) Financial Dimension

No.	Item	Mean	St. Deviation	Rank	Relative importance
14	The hotel gives employees salaries distinct from other competitive hotels	2.50	.767	6	LOW
15	The hotel provides health insurance system to cover the needs of employees treatment	2.55	.722	5	LOW
16	The hotel employees gives additional monthly salaries of the year other than salaries	2.44	.770	7	LOW
17	The hotel engages the employees in satisfactory savings system after retirement	3.81	.812	2	High

18	The hotel gives staff regular salary increase on a yearly basis	3.88	.813	1	High
19	The hotel provides staff extra wages for overtime	2.75	.837	4	LOW
20	The hotel provides a suitable health insurance system	2.80	.870	3	LOW
	TOTAL	<b>2.961</b>			

Through the results of the analysis show that there is a low financial incentives offered to the hotel staff.

**Third - Intention to leave work**

(Table 10) Intention to leave work

No.	Item	Mean	St. Deviation	Rank	Relative importance
21	Presently, you are actively searching for other job	3.63	.825	4	Medium
22	In the last few months you have seriously thought about looking for a new job	3.85	.586	2	High
23	You have intended to leave the Hotel in the near future.	3.78	.541	3	High
24	You began to ask their friends and relatives about job opportunities in other hotels	3.80	.450	1	High
	TOTAL	<b>3.765</b>			

Through the results of the analysis shows that there is a high intention among employees to leave work.

**Hypothesis Tests**

**First hypothesis test:** There is no significant effect of the moral dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

(Table 11)

Dependent Variable	Model Summary		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Independent Variable	$\beta$	Beta	T	Sig T
Intention of employees to	.123	.351 <sup>a</sup>	41.352	1	.000	moral dimension	18.344	-.351-	35.447	.000

According to the results test of the hypothesis displayed in (Table11), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the moral

dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

**First hypothesis subdivided test:**

1- There is no significant effect of human Resources Skills Maintenance Program with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

(Table 12)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Indepen Variable	β	)Beta (	T	Sig T
Intention of employees to	.243 <sup>a</sup>	.059	18.483	1	.000	human Resource Skills	17.057	-.243-	36.101	.000

According to the results test of the hypothesis displayed in (Table 12), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of human Resources Skills Maintenance Program with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work within five star hotels in the city of Aqaba.

2- There is no significant effect of the Routine and work rules with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

(Table 13)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Indepen Variable	β	)Beta (	T	Sig T
Intention of employees to	.201 <sup>a</sup>	.040	12.380	1	.000	Routine and work rules	16.404	-.201-	41.860	.000

According to the results test of the hypothesis displayed in (Table 13), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the Routine and work rules with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

3- There is no significant effect of the Preference position levels with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

(Table 14)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Variable	Indepen	)Beta	T	Sig T
Intention of employees to	.455 <sup>a</sup>	.207	77.149	1	.000	Position	Preference	-.455-	53.622	.000

According to the results test of the hypothesis displayed in (Table 14), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the Preference position levels with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

4- There is no significant effect of the Issues related to work with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

(Table 15)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Variable	Indepen	)Beta	T	Sig T
Intention of employees to	.271 <sup>a</sup>	.073	23.295	1	.000	to work	Issues related	-.271-	52.107	.000

According to the results test of the hypothesis displayed in (Table 15), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the Issues related to work with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

5- There is no significant effect of the Personal issues with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

(Table 16)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Variable	Indepen	)Beta	T	Sig T
Intention of employees to	.470 <sup>a</sup>	.221	83.544	1	.000	issues	Personal	-.470-	69.927	.000

According to the results test of the hypothesis displayed in (Table 16), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the Personal issues with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba.

6- There is no significant effect of the Job satisfaction with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba

(Table 17)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Indepen Variable	β	)Beta(	T	Sig T
Intention of employees to	.166 <sup>a</sup>	.028	8.387	1	.000	Job satisfacti on	15.991	-.166-	47.997	.000

According to the results test of the hypothesis displayed in (Table 17), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the Job satisfaction with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees leave work within five star hotels in the city of Aqaba

**Second hypothesis test:** There is no significant effect of the financial dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work, within five star hotels in the city of Aqaba.

(Table 18)

Dependent Variable	Model Summery		One way ANOVA Analysis			Coefficients				
	r	R <sup>2</sup>	F	Df	Sig F	Indepen Variable	β	)Beta(	T	Sig T
Intention of employees to	.243 <sup>a</sup>	.059	18.483	1	.000	financial dimensio n	17.057	-.243-	36.101	.000

According to the results test of the hypothesis displayed in (Table 18), we reject the nil hypothesis and accept the alternative hypothesis. There is a significant effect of the financial dimension with a level of statistical significance ( $P \leq 0.05$ ) on the intention of employees to leave work, within five star hotels in the city of Aqaba.

**Recommendations and Suggestions for Future studies:**

Moral and financial dimensions are not chosen to cover all of the factors affecting in Intention of employees to leave work. Talent management has important affect, even the quality of work life, Organizational climate, internal marketing, and the human resources policies.

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