

Job Stress and Turnover Intention in The Hotel Employees

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Abstract

This research aimed to determine the moderating role of gender on job stress and turnover intention for the hotel employees. For this purpose, a questionnaire was applied to 271 hotel employees. Statistical analyzes were made with “SPSS 23 for Windows” and AMOS-18 programs. In order to determine the moderating role of gender in job stress and turnover intention, data were separated by gender and regression analyzes were performed. In the light of the findings obtained; it has been determined that job stress has a positive effect on turnover intention and gender has a moderating role in the effect of job stress on turnover intention. It is envisaged that the research can contribute to the existing literature in addition to the results of previous studies.

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INTRODUCTION

A service is consumed as soon as it is produced. Businesses in the hotel employees generally produce services. The production process, which is expected to be managed with a planned and meticulous approach, sometimes creates problems that are difficult to calculate due to the variable psychosocial structure of the human resource. Rapidly developing digitalization and its natural cause, the inputs of the information age, tend to reveal these problems in the service industry rapidly. The importance of standardization and quality provided is increasing day by day. Digital tools (applications, websites, digital complaint tools, digital public audit, hotel rating applications, career applications/websites, etc.) help all stakeholders, especially customers, to quickly evaluate the relevant business and its employees and get an idea. This transformation can create a stressful work environment where almost every employee is under constant surveillance/supervision. Intense stress in the work environment affects the employee negatively and reduces their ties to the work. In this context; Serinikli (2019) and Duraisingam et al. (2009) concluded that job stress affects turnover intention.

In the hotel employees, generally reception and public relations officers, food and beverage department managers/responsible are considered suitable for promotion, and male employees are mostly employed in these positions. Whereas female employees are assigned rather in room/housekeeping, sales and marketing positions and therefore, they may have less willingness to rise and more intention to leave the job (Carbery et al., 2003:655). There is a skeptical point of view that employees who have the intention to quit their job may have different perceptions on the basis of male and female employees. In this context, many scientists have come across findings that both gender in business life have different perceptions in terms of turnover intention and job stress. For example, Huang & Cheng (2012) and Bridger et al. (2013) concluded that job stress affects female more than male. Also, Emiroğlu et al. (2015) and Carbery et al. (2003) concluded that female in business life have a higher turnover intention than male employees.

Although the studies on turnover intention vary in terms of application, they are mostly empirical studies that test the relationship between commitment, identification, job satisfaction and burnout variables. In addition, there are studies examining the relationships between job and workplace characteristics, organizational climate, perceived support and turnover intention. When the researches are evaluated according to demographic factors, it is seen that the young and single employees have a higher turnover intention, gender and ethnicity do not have a definite determinant effect on the turnover intention, and the turnover intention increases as the education level increases (Uğural, 2016). The aim of the study and its contribution to the literature is to measure the effect of gender mediating role and job stress on turnover intention. This effect still remains unclear in the literature. Therefore, in this study, the moderating role of job stress and gender in turnover intention was investigated in the context of hotel employees to expand the existing literature.

Job Stress

Stress, which at the beginning of the 14th century meant difficulty, distress, misfortune or grief, it was used in the content of natural sciences at the end of the 17th century and became systematic at the end of the 19th century (Lazarus & Folkman, 1984). Selye (1956), as the pioneer of stress research, put forward the generally accepted basic theory of stress that the onset of distress and discomfort is associated with a stressful life. Stress refers to the imbalance between people's perceived environmental demands and their perceived ability to cope with these demands. The emergence of an environmental event, which is perceived as the occurrence of demands that may

exceed one's abilities and resources, creates a potential for stress when there is a significant variation in losses and costs arising from meeting or not meeting the demands (McGrath, 1976).

Job stress has been defined as the situation revealed by the personality of the employee interacting with the work factors that create the changes that negatively affect the physical and psychological state of the employee (Beehr & Newman, 1978). Kaplan et al. (1975) defines stress as the characteristics of the work environment that pose a threat to the individual. According to the American Institute for Occupational Safety and Health (NIOSH), job stress is a harmful physical and emotional responses that occur when an employee's abilities, resources and needs do not match the job requirements.

Turnover Intention

Turnover means that employees leave the job and are replaced by new ones. It includes voluntary departures such as resignation, leaving the job, retirement, and involuntary departures such as termination of contract, dismissal and death (Li et al., 2019). Personnel turnover rate, on the other hand, is the ratio that is used to measure personnel turnover. As it can be understood from here, the turnover intention is closely related to the employee turnover rate. According to Tett & Meyer (1993), turnover intention is the conscious and purposeful desire to leave the workplace. Hinshaw et al. (1987) defines the intention to leave the job as the degree to which the employee believes that he/she will leave his/her position at an unspecified time in the future. Glissmeyer (2012) stated that turnover intention is the mediating factor between behaviors that affect turnover intention and actually quitting. Intention to leave the job is separated from the behavior of leaving the job. Intention is generally understood as a series of perceptions that direct the employee to quit the job (Wunder, 1982:297). High turnover rates are one of the distinguishing features for the hotel employees. The high turnover intention and rate create a serious problem area for the hotel employees (Carbery et al., 2003:650-651). Intention to leave the job give many clues about the person's perceptions, judgment and behavior. Many of the academic studies reveal the turnover intention that occurs before the employees leave the actual job. If businesses intend to prevent their employees from leaving the job, they should feel the obligation to understand the factors that trigger their turnover intention (Jha, 2009:32).

Mobley (1977) described the process of leaving the job as follows:

- a. Evaluation of current work
- b. Experience of job satisfaction or dissatisfaction
- c. Don't think about quitting your job
- d. Evaluate job search or quitting cost
- e. Intention to evaluate alternatives
- f. Comparing current business with alternatives
- g. Turnover intention or continue employment
- h. Leave or continue employment.

The Moderating Role of Gender in the Effect of Job Stress on Turnover Intention

Studies reveal that turnover intention is the stage before employees leave the job. If organizations want to reduce the turnover behavior of employees, they should feel the obligation to understand what factors affect employees' turnover intention and willingness (Jha, 2009). Job stress is among one of these factors. Beehr & Newman (1978) identified seven different dimensions of job stress. These are namely: environmental, personal dimensions, process, human consequences, organizational consequences, adaptive responses and time dimensions. Gender, as one of the demographic characteristics considered as the subtitle of the "personal dimension" out of the seven dimensions of job stress, is included among the factors affecting job stress. Work-related stress can have significant consequences for businesses and employees. One of them can be expressed as leaving the job. The intention to quit is considered as the first stage of this action. Weisberg & Kirschenbaum (1993) discussed the gender variable-related intention to leave the job and the actual job turnover as the subject of working together. While it was found that real job turnover was concentrated in female, it was stated that there was no significant relationship with turnover intention.

A group of researchers concluded that job stress affects turnover intention (Chiang & Liu 2017; Serinikli, 2019; Hwang et al. 2014). A different group of researchers concluded that job stress affects female more than male (Huang & Cheng, 2012; Bridger et al., 2013; Kachi et al., 2018). Carbery et al. (2003), Marsh & Mannari (1977), Khalid et al. (2009), on the other hand, concluded that female in business life have a higher turnover intention than male employees.

In most of the studies that include job stress, intention to leave and gender, it has been seen that job stress has a positive effect on the turnover intention, and gender may have a moderating effect on this relationship. In this context, it is predicted that gender may have a moderating effect on the effect of job stress on turnover intention. The hypotheses and research model created in the research are presented below.

H1: Job stress positive affects turnover intention

H2: Gender has a modareting role in the effect of job stress on turnover intention.

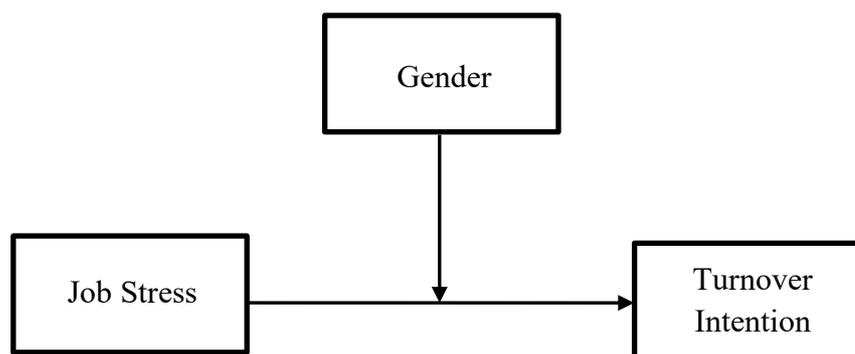


Figure 1. Research Model.

Method

Sample

The ethics committee permission document required for the collection of data used in this study was obtained by the European Leadership University Ethics Committee with the decision/number of ALU-ETK-2021-7. The research was conducted with the employees of 5-star hotels in Alanya.

Alanya is one of the important tourism destinations of Turkey, and in Alanya, there are 84 5-star hotels in total (Altid, 2021). In order to perform a plausible study and define the represented group, contact was made with the human resources managers of 10 randomly selected hotels via e-mail. The purpose of the research was explained to human resources managers of the hotels who responded positively to the e-mail, and their verbal permissions were obtained to conduct the research.

Then, 400 questionnaires prepared in accordance with the scope of the research were given to the human resources managers of the hotels and they were asked to be filled by their employees. Participants were selected by applying the convenience sampling method. It provided feedback from 316 of the 400 questionnaires prepared. 45 incomplete and incorrectly filled questionnaires were excluded from the scope of the research and the research was completed with 271 questionnaires.

In order to determine the universe of the research, the number of employees was requested from the human resources managers of three 5-star hotels where the research was conducted. It was determined that the number of employees in the hotels where the research was conducted was approximately 750. The reason why the net figure could not be reached is that the number of employees of the Human Resources managers changes depending on the season and workload, so it is not correct to give a net figure. The formula proposed by Bartlett, Körtlik, and Higgins (2001) was used to determine the number of samples representing the universe. It was determined that the sample number of 254 represented the research population.

Participants included in the research; 148 (%54,6) of them are male and 123 (%45,4) of them are female. 80 (%29,5) of these participants are married and 191 (%70,5) are single. 135 (%49,8) of the participants are 30 years old and under, 128 (%47,2) are 31-40 years old, 8 (%3) participants are 41 years old and over. The educational status of the participants are; 88 (%32,5) participants are at secondary education level and under, 34 (%12,5) participants are at associate degree, 138 (%51) participants are at undergraduate level and 11 (%4) participants are at postgraduate level.

Measurement Tools

Job Stress

Cohen et al. (1983) as a one-dimensional scale was used. The reliability of the scale consisting of four items in Turkish was made by Küçükusta (2007), and the scale reliability was reported as 0.76. Questions belonging to the scale; “I work under intense tension”, “If I had a different job, my health would be better”, “I get angry and uncomfortable with the work done here.” and “I seem to get tired very quickly.” is The Cronbach alpha reliability coefficient of the scale, which was prepared in a 5-point Likert system, was measured as 0.82.

Turnover Intention: It was measured with a 3-question scale developed by Mobley et al. (1977). Example questions “I often think about quitting my job”, “I am constantly searching for a better job”. The Cronbach alpha reliability coefficient of the scale prepared in a 5-point Likert system is 0.87.

Findings

Analyses to determine the normal distribution show that the data has a normal distribution. Therefore, t-test was conducted to determine whether the turnover intention and job stress perceptions of the participants differed according to gender. The results obtained are presented in Table 1.

Table 1. T-Test Results

Variable	Factor	Grup	N	\bar{x}	SS	t	P
Turnover Intention	Gender	Male	148	2,58	1,22	0,652	0,005
		Female	123	2,79	1,12		
Job Stress	Gender	Male	148	3,01	0,88	1,112	0,001
		Female	123	2,98	0,91		

The t-test results show that according to the gender of the participants, there is a difference in terms of turnover perceptions in favor of women and between job stress perceptions in favor of men. The results of the One-Way ANOVA test, which was conducted to determine whether there was a difference between the age and educational status of the participants, showed that there was no differentiation between these variables.

In order to test the validity and reliability of the scales used in the research, CFA was performed with the help of AMOS. CFA analysis results revealed that the research model had goodness-of-fit values. (CMIN/Df=2,645, GFI=0,937, NFI=0,924, CFI=0,947, RMSEA=0,057). The results of the analysis are shown in Table 3.

Table 2. Confirmatory Factor Analysis Results

Variable	Factor Loading	Combined Reliability	Cronbach Alfa
Turnover Intention	0,751 – 0,865	0,91	0,87
Job Stress	0,655 - 0,810	0,84	0,82

The results of the analysis to determine the validity and reliability show that the factor loads of the statements in the scale are 0.655 and above. The fact that the factor loads are 0.5 and above indicates that the expressions in the scale represent the relevant structure well (Sürücü, Şeşen, & Maslakçı, 2020). In order to determine the reliability of the scales, the combined reliability and Cronbach's alpha values were examined. These values are 0.7 and above. The literature states that the scales are reliable if they are 0.7 and above (Sürücü, Şeşen, & Maslakçı, 2020). In this context, it can be said that the scales used in the research are reliable. In order to determine the correlation between the variables used in the research, the Pearson correlation coefficient was calculated using the IBM SPSS 23 program and the results are shown in Table3.

Table 3. Means, Standard Deviations, and Correlations for Gender

Gender	Variable	Mean	SD	1.	2.
Female	1. Turnover Intentions	2,79	1,09	1	
	2. Job Stress	2,98	1,01	,737**	1
Male	1. Turnover Intentions	2,58	1,15	1	
	2. Job Stress	3,01	,941	,791**	1

*p<0.10; **p<0.05; ***p<0.001

When Table 3 is examined, it is seen that there are statistically significant and positive correlations between the scores of male and female participants from job stress and their scores from turnover intention ($p < 0.05$). Accordingly, as the scores of the participants from job stress increase, the scores they get from the turnover intention also increase.

The effect of participants' job stress on turnover intention was tested with a two-stage regression analysis. In the first stage, the effects of demographic variables (age, marital status, educational status) were controlled, and in the second stage, the independent variable job stress was included in the model. The results of the regression analysis performed when the demographic variables were under control are presented in Table 4.

Table 4. Regression Analysis Results

Variables	Turnover Intentions	
	Model-1	Model-2
Age	-,234***	-,153***
Marital Status	,099	-,018
Education	-,203***	-,102***
Job Stress		,817***
<i>F</i>	24,276***	183,831***
<i>R</i> ²	0,127	0,603

Note: The entries in the table are standardized β s. * $p < 0.10$; ** $p < 0.05$; *** $p < 0.001$

When Table 4 is examined, it is seen that job stress has a significant and positive effect on turnover intention ($\beta = .817$, $p < .001$). In line with this finding, Hypothesis 1 was accepted. While demographic variables explain 12.7% of the variance of turnover intention (Model 1); While demographic variables are under control, job stress explains 60.3% of dismissal (Model 2).

In order to test the moderating role of gender in the effect of job stress on turnover intention, the data obtained within the scope of the research were divided into two as male and female in the context of the "gender" variable, and regression analyzes were performed according to male and female participants. The regression results are presented in Table 5.

Table 5. The Role of Gender in the Effect of Job Stress on Turnover Intention (Regression Results)

Variables	Turnover Intentions			
	Female		Male	
	Model 1	Model 2	Model 1	Model 2
Age	-,485***	-,233***	-,147	-,067
Marital Status	,516***	-,051	-,027	,077
Education	-,578***	-,181**	-,101*	-,080**
Job Stress		,801***		,691**
<i>F</i>	55,790***	106,228***	3,131**	81,467***
<i>R</i> ²	0.436	0.664	0.035	0.560

Note: The entries in the table are standardized β s.

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.001$

When Table 5 is examined; While the job stress of female participants affected the turnover intention at the level of $\beta = .801$, $p < .001$, this effect was found in male participants, $\beta = .691$ regresses to $p < .05$. In the light of this finding, it can be said that the effect of job stress on male participants' turnover intention is less than that of female participants. In line with this finding, Hypothesis 2 was accepted.

Results

The World Health Organization declared that job stress is a worldwide epidemic (Avey et al., 2009). With the developing technology, the fierce competition in business life makes stress a common problem for all businesses. In this context; As one of the problems that occur on the basis of employees, the fact that job stress positively affects the turnover intention is not an unexpected result. The hotel employees is a industry that differs from others with its high turnover rate (Carbery et al., 2003:649). The fact that the research related to turnover intention has been conducted in the hotel employees may indicates that better results will be obtained in this industry with high turnover rates.

In this study, it was aimed to reveal the moderating effect of gender on the relationship between job stress and turnover intention. According to the findings obtained, it is understood that job stress has a positive effect on the turnover intention and gender has a moderating effect on the relationship between these two variables. It was found that the effect of job stress experienced by female participants on their turnover intention was higher than that of male participants. The hypotheses constituting the problem of the research were accepted. Different control variables can be tested in future studies. The effect of other variables that may have an effect with gender can be retested. For example, the fact that female are with/without children, being single/married, living in a patriarchal/matriarchal culture can be evaluated during the analyses.

Declaration

The authors of this article have equally contributed to this article and they have no conflict of interest to declare nor have they received any funding from any company. The ethics committee permission document required for the collection of data used in this study was obtained by the European Leadership University Ethics Committee with the decision/number of ALU-ETK-2021-7.

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