

Factors that affect employee turnover in five-star hotels in Beijing, China

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Attestation of Authorship

I, Zhe Wang, hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the Acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or another institution of higher learning.

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Abstract

This research replicates the work done by Emiroğlu, Akova and Tanrıverdi (2015) in Istanbul and aims to determine the relationship between the demographic factors (gender, education, marital status, age) and the employment factors (wage, position, length of tenure, years of working in the hospitality industry, working hours, work-life balance, job pressure) on the turnover intention of employees working in five-star hotels in Beijing, China. The online software Qualtrics was used to conduct anonymous questionnaires and used as the main data collection tool in the survey. Distribution of the online questionnaire began on 3 September and ended on 12 October. The research collected 80 effective responses from hotel staff and managers from different positions of various five-star hotels in Beijing, China. In the data analysis of the research, t-test, ANOVA and correlation coefficients have been applied to test the hypotheses and to determine the relationship between various factors and the turnover intention of the employees. The result of the research indicated that the demographic factors such as age and marital status, as well as employment factors such as employment position, wage level, length of tenure, years of working in the hospitality industry, working hours, work-life balance and job pressure are determinants for the turnover intentions of employees working in five-star hotels in Beijing, China. It was not found that gender has a significant relationship with the turnover intention of employees. Differences between gender in education level, position and wage in five-star hotels in Beijing were not found in this research.

Chapter 1: Introduction

Employee turnover is one of the major problems for businesses employing staff. It has been found by previous research that a high employee turnover rate could cause many negative consequences on the operation of an organization: increasing recruitment and training costs of new employees, decreasing employees' productivity and missing sales (Faldetta, Fasone & Provenzano, 2013).

In the hospitality industry, employees are an important part of the customer experience. The hospitality industry is more negatively affected by employee turnover because the employees are the main 'tools' to create and render services from the hospitality organisations to the customers (Faldetta et al., 2013). From this point of view, high employee turnover level is a serious problem in the hotel industry (Dipietro & Condly, 2007). The issue of high employee turnover rate has been quantified by many researchers in western society (e.g. Kysilka & Csaba, 2013; Emiroğlu, Akova & Tanrıverdi, 2015; Karatepe & Uludag, 2008); however, English language research on employee turnover in the Chinese hospitality industry is sparse, especially regarding five-star hotels in Beijing, China. Hence, this dissertation aims to identify factors that affect employee turnover in these hotels. This research will fill the gap of absence of research in this field.

This chapter introduces the research and the background of high employee turnover rate in the hospitality industry, providing an overall picture about the high employee turnover issue and helping in understanding the importance of the staff turnover issue to the

hospitality industry, especially the Chinese hospitality industry. This chapter also discusses the main purpose of this research and why the researcher chose Beijing as the city to carry out this research. Finally, a simple introduction about the structure of this dissertation will be provided.

1.1 Background to the research

High employee turnover is one of the major problems (Faldetta et al., 2013) and a continuous challenge for the hospitality industry (Brown, Thomas & Bosselman, 2015).

According to the U.S. Department of Labor (2016), employee turnover rate was about 48% per year in the leisure and hospitality industries from Apr. 2015 to Apr. 2016 (3.9% per month) relative to the average employee turnover rate of all industries (23% per year). Research on employee turnover rate in London hotels has revealed the annual employee turnover rate is between 58% and 112% (Denvir & McMahon, 1992).

As one of the important industries for China, the tourism and hospitality industry has a great potential for growth in China. However, high employee turnover has long been a critical issue there. A nationwide survey conducted by the China Tourism Association showed that the average turnover rate per year in the hotel industry was 24.59% from 2004 to 2007. In more developed cities or regions in mainland China such as Beijing and Shanghai, the turnover rate could reach 30% to 40%, which is higher than the average hotel employee turnover rate (Wang, 2009). In 2015, the employee turnover rate in the

Chinese hospitality industry was 19.8% (“the average employee turnover rate in 2015”, 2015). Compared to the employee turnover rate in the hospitality industry in the U.S. (48% in 2016), the employee turnover rate in the Chinese hospitality industry is lower. However, it is still higher than the average turnover in China (17.7% in 2015). Evidence from a study done by Hung (2013) revealed that the high employee turnover rate is still a critical issue in China’s hospitality industry.

As an industry that comprises both a service and a production aspect, the hospitality industry has to create and provide services to customers through the employees (Schneider & Bowen, 1993). This means that the quality of the employees is the primary factor to the success of organisations in the hospitality industry (Faldetta et al., 2013). From previous research investigating turnover in the hospitality industry it is known that high turnover rate has many negative consequences on organisations, including direct costs (e.g. increase of training and recruitment costs of new employees, waste of the investments on workforce development) and indirect costs (e.g. decrease of employees’ productivity and missed sales) (Davidson et al., 2010; Tracey & Hinkin, 2008). As Kysilka and Csaba (2013) correctly indicated, employee turnover has negative effects on organizations because it increases the cost for the employer, especially in jobs offering higher extensive education and on-the-job training. These high costs of employee turnover force hospitality practitioners to reduce avoidable and voluntary employee turnover and improve the retention rates of employees (DiPietro, & Condly, 2007). Hence, it is increasingly important for hospitality practitioners to understand the reasons behind the high employee turnover rate (Qiu, Haobin YE, Hung & York, 2015).

1.2 Purpose of the research, objectives and hypotheses

This dissertation replicates work done by Emiroğlu, Akova and Tanrıverdi (2015) in Turkey, which focused on employees' turnover intention in five-star hotels in Istanbul. The purpose of this dissertation is to examine the relationship between demographic factors (e.g. gender, age, marital status) and employment factors (e.g. length of tenure, wage level, employment position, working hours, job pressure), on the turnover intention of employees working in five-star hotels in Beijing, China. It also aims to identify the attitudes of employees towards their turnover intention. Although there has been some research investigating employee turnover issues in the hospitality industry in the USA and in Europe, little research has been conducted in China in this field.

Tourism is now a significant contributor to the Chinese economy. According to China's tourism industry present situation and development trend analysis (2016), tourism is one of the fastest growing industries in recent years in China. Tourism contributed 7.34 trillion yuan (about 1.1 trillion US dollars) to the Chinese economy in 2015, which occupied 10.8% of the total GDP. It also provided 79.11 million job opportunities in 2015 (China's tourism industry present situation and development trend analysis, 2016). As the capital of China, Beijing is the nation's political, cultural and educational centre and has many famous tourism sites. Rich tourism resources and important financial status make Beijing a city which demands hotel services strongly and increasingly. According to Hung (2013), one of the most pressing issues of the Chinese hotel industry is lack of human capital management practices and trained hospitality staff. Hence, the hotel industry in China

needs a deep understanding of reasons behind high employee turnover rate to retain talented and trained hospitality employees. This research will be significant because it will investigate and examine the factors affecting hotel employee turnover in Beijing where this research has not been conducted before. The findings of this research will also provide a database and understanding about factors affecting Chinese employee turnover.

This research is based on previous research by Emiroğlu, Akova and Tanrıverdi (2015), which aimed to investigate the relationship between the demographic factors, the employment factors and the turnover intention of employees working in five-star hotels in Istanbul, Turkey. In that research, the researcher examined the relation between hospitality employee turnover intention in Istanbul and demographic factors such as age, gender, job category, education, income level and tenure. Based on the structure of this previous research, this research will also discuss and examine the relation between hospitality employee turnover intention in Beijing and gender diversity in the workplace, promotion opportunities and perception of equity. To clearly investigate the research question, three hypotheses have been proposed in the research.

Hypothesis 1. There is a significant difference between marital status and turnover intention.

Hypothesis 2. Low pay leads to employees' intention to leave their employment in five-star hotels in Beijing.

Hypothesis 3. Female employees have a higher intention to leave than their male counterparts in five-star hotels in Beijing.

1.3 Structure of the dissertation

Chapter Two is a review of literature that covers the scope of the research question and hypotheses. To achieve this, it is necessary to explore a wide range of literature from different academic fields. This chapter explores the literature and background of the research, such as high employee turnover issues in the hospitality industry and the negative impacts of high turnover. The research then further explores literature on the current situation of China's hospitality industry and high turnover in China's hospitality industry. In addition, a simple introduction about Beijing city is provided. The literature review further discusses gender diversity in the hospitality industry (including three aspects: working condition, salary and career development) and its relevance to employee turnover intention. In the end, the literature review further explores the relationship between employee turnover and various factors, such as work-life balance, job pressure, age and education.

Chapter Three reports on the positivist methodology and the research paradigm selected to structure this research. It also discusses research design, the research questionnaire, the process of data collection and ethical considerations related to this dissertation.

In Chapter Four, the findings and results from the survey are presented. The possible factors that affect employees' turnover intention will be examined by T-test and ANOVA in this chapter.

Chapter Five discusses results of the findings and tries to investigate the reasons behind this. Finally, limitations of this research and recommendations for further research are described and explained.

Chapter 2: Literature review

The purpose of this research is to investigate the factors affecting employee turnover in five-star hotels in Beijing, China. This literature review will discuss issues associated with the aim of this research and three hypotheses that assess this:

Hypothesis 1. There is a significant difference between the marital status and turnover intention.

Hypothesis 2. Low pay leads to employees' intention to leave their employment in five-star hotels in Beijing.

Hypothesis 3. Female employees have higher intention to leave than their male counterparts in five-star hotels in Beijing.

Firstly, this chapter discusses high employee turnover in the hospitality industry in general and the negative impact of high employee turnover to hospitality organisations based on the previous studies. Secondly, it provides information about the Chinese hospitality industry and the employee turnover issue in the Chinese hospitality industry. It then introduces Beijing city which is a popular tourism destination in the world. Finally, it presents literature on the relationship between employee turnover and various factors (e.g. gender, work-life balance, job pressure, age and education level) in general

and in the hospitality industry. As a major part of the literature review, gender diversity in the hospitality industry will be divided into working conditions, salary and career development between male and female employees.

2.1 Employee turnover in the hospitality industry

2.1.1 Significance of employees to the hospitality industry

High employee turnover is a pressing issue in the hospitality industry around the world (Chen, Wang & Chu, 2010; Faldetta, Fasone & Provenzano, 2013; Hancock et al., 2013) mainly because of the hospitality industry dependency on the “human factor”. Employees are significant in the hospitality industry because they are important to the development of the organisations. The attitudes and behaviours of hospitality employees play a vital role in the quality of work and customer satisfaction (Chen et al., 2010). Employees build a connection between the creation and rendering of services in the hotel to the customer (Faldetta et al., 2013). For this reason, the quality of the employees and how effectively they are managed become key factors to the success of the organisations in the hospitality industry (Faldetta et al., 2013).

2.1.2 Previous research on the issue of employee turnover in the hospitality industry

Research into employee turnover as a common issue in the hospitality industry has been empirically conducted by previous studies at a global level; for example, in Australia (Deery, Jago & Stewart, 2008), South Korea (Kim et al., 2010), Taiwan (Yang, 2010), Greece (Chalkiti and Sigala, 2010), Mainland China (Wang, 2009; Hung, 2013), Hong Kong (Chiang and Birtch, 2008), New Zealand (Poulston, 2008), Turkey (Karatepe & Uludag, 2008) and the USA (Cho, Johanson & Guchait, 2009; Moncarz, Zhao & Kay, 2009). In addition, high employee turnover rate in the hospitality industry has been supported by statistics from previous research and official reports. For example, a study working on the level of employee turnover in London hotels done by Denvir and McMahon (1992) showed the annual employee turnover rate is between 58% and 112%. According to the U.S. Department of Labor (2016), employee turnover rate was about 48% per year in the leisure and hospitality industries from Apr. 2015 to Apr. 2016 (3.9% per month) relative to the average turnover rate of all industries (23% per year). In a dynamic and competitive hospitality environment, the employee turnover rate could reach between 60% and 300% (Lee & Way, 2010).

2.1.3 Negative impact of employee turnover on the hospitality industry

Employee turnover has negative effects on the performance of companies (Hancock et al., 2013). In a study by Tracey and Hinkin (2008), the primary financial implication of the employee turnover issue in the hospitality industry has been divided into two aspects. Firstly, employee turnover may negatively affect the consistency and quality of customer service, which could directly cause damages on the revenue and profitability of the organization (Tracey & Hinkin, 2008). When the old employees depart the current position, it has to take time for new employees to acquire the necessary knowledge and skills to be proficient in their essential duties and responsibilities. The customers usually meet dissatisfaction of the service when new staff cannot provide the same level of services as old staff.

The second implication is that a high employee turnover rate increases operating costs of organizations in the hospitality industry (Tracey & Hinkin, 2008). The many direct and indirect costs caused by replacing staff could be divided into hard costs, soft costs and opportunity costs. For example, recruitment advertisements, which can be viewed as hard cost, have a direct financial impact on the organization and are accounted for as expenses on income statement. Soft costs include the time to interview applicants and training, which will not show up on an income statement. Opportunity costs, such as missed sales, which is usually difficult to be measured but is substantial. These kinds of cost could considerably diminish profitability (Simons & Hinkin, 2001).

2.1.4 Job dissatisfaction as a main reason to cause employee turnover in the hospitality industry

According to Suleiman AlBattat and Mat Som (2013), employees have intention to leave their current organisation when they face dissatisfaction in their job. Job dissatisfaction is the main reason forcing employees to depart from their current job and look for better job opportunities (Suleiman AlBattat & Mat Som, 2013; MacIntosh & Doherty, 2010). Evidence from a study done by Griffeth, Hom and Gaertner (2000) revealed that employee turnover is usually triggered by factors causing job dissatisfaction such as job content, poor working conditions and low pay. The nature of the hospitality industry, the lower pay, 24/7 working hours, high level of job pressure and irregular working hours might be reasons to cause employees to consider leaving the hospitality industry after their initial work experience (Santero-Sanchez et al., 2014; Angel & Cannella, 2004).

2.2 Gender diversity in the work place

2.2.1 Gender diversity in employment

Gender inequality is a structural trait in the labour market, which, far from disappearing in recent years, has been redefined (Torns & Recio, 2012). Job quality difference between gender was found in advanced economies, showing more females than males working with poorer working conditions such as lower wages and temporary contracts (Duenas et al., 2010; Mahadea, 2013). A similar situation has been found by researchers in mainland China where more women than men are engaged in lower technology, lower responsibility, lesser status, and lower income occupations in the workplace. (Hu 2006; Li 2005; Yang 2008).

In the hospitality and travel industry, certain tasks are associated with women's traditional roles due to the “housewifization of labour” (the division of labour has relegated women to the role of housewife) (Gentry, 2007; Santos & Verajao, 2006). Therefore, women are generally dominant in catering and restaurants with lower qualification requirements and poor labour conditions (Santos & Verajao, 2006). A study done by Emiroğlu, Akova and Tanriverdi (2015) found that female hotel employees show a higher turnover intention than male hotel employees.

2.2.2 Working conditions between gender in the hospitality industry

According to Santero-Sanchez et al. (2014), employment in the hospitality industry is more likely to be associated with lower quality of employment opportunities compared to other industries. In addition, low job quality in tourism and consequently in the hospitality industry is associated with gender differences (Santero-Sanchez et al., 2014). The result of the increased female education level and part-time contracts is that women's participation in the hospitality industry has increased quantitatively and improved qualitatively. However, female staff working conditions are still poorer than their male counterparts (Campos-Soria et al., 2009; Santero-Sanchez et al., 2014). A precious research working on job quality index by Santero-Sanchez et al. (2014) showed that on average the quality of jobs held by women is lower than men in the Spanish hospitality industry.

Hospitality industry employment is highly gender-segregated (Kogovsek & Kogovsek, 2015). Several researchers have exposed certain gender inequalities in working conditions in the hospitality industry. In their findings, women frequently dominated the lower-status and lesser-remunerated positions with less responsibility compared to their male counterparts in the hotel. Additionally, some lower positions such as housekeepers, cleaners and servers are mostly female employees (Kogovsek & Kogovsek, 2015; Ferguson, 2010; Adib & Guerrier, 2003; Campos-Soria, Ortega-Aguaza & Ropero-García, 2009; Mooney, 2014;). The result of findings from previous

research by Santero-Sanchez et al. (2014) revealed that in jobs requiring medium to low skills, associated with kitchen staff, waiters and room service staff, the feminisation rate was highest (62%). Having to face a high level of sexual harassment from both guests and peers is an additional negative aspect to women's work in hotels because of their low status and low educational levels (Poulston, 2008).

2.2.3 Salary gap between gender in the hospitality industry

In contrast to other industries, employment in the hospitality industry is characterized by low wages (Campos-Soria, Ortega-Aguaza & Ropero-García, 2009) and a higher percentage of female employees (Campos-Soria, García-Pozo & Sánchez-Ollero, 2015). The pay gap between females and males persists in the hospitality industry, and this has been supported by several studies at a global level: in Spain and Italy (Burrell et al., 1997), the United States (Gibelman, 2002), and Norway (Skalpe, 2007). Hardin, Reding and Stocks (2002) found that entry-level female staff have a lower starting salary than entry-level male staff in most occupations. This situation also appears at management level in the hospitality industry in the United States where female managers do not receive equal reward with their male counterparts for their work (Sparrowe & Iverson, 1999).

Statistics from previous studies have confirmed the fact that women earn lower wages than men in different geographical areas. For example, according to Lee and Kang

(1998), the wage offered to female employees in hotels in South Korea is only 69.9% of the wages offered to their male counterparts. Male Norwegian tourism employees annually receive about 20% higher earnings than their female co-workers (Thrane, 2008). Additionally, the findings from a study done by Doherty and Stead (1998) revealed that the female–male wage ratio is higher in manual jobs than in non-manual jobs in the hospitality industry in the UK (83% in manual employment and 75% in non-manual jobs). Burgess (2003) reports a wage difference of 38% between sexes in accounting jobs in the hospitality industry.

The results of a previous study by Yang and Li (2015) showed that the female salary is generally lower than males' in China's hospitality industry. However, the salary difference between males and females was not found in the same job position in their research.

2.2.4 Career development difference between gender in the hospitality industry

The view of the increasing similarities in the background and experience of men and women in management is being challenged by the continued lack of representation of women at the senior leadership level (Brownell, 1994). In fact, one of the major reasons that force women to leave their organizations is the perceived lack of opportunity for career advancement, which has been found by previous studies (Snyder, 1993). The

hospitality industry is no exception. Although more women are graduating from programmes in hospitality management, but the turnover rate of female employees is much higher (up to three times) than the turnover rate of their male counterparts (Brownell, 1994). Pinar et al. (2011) stated that fewer promotion opportunities are provided by hospitality businesses to female employees to meet their career expectations.

2.2.4.1 Reasons to cause gender diversity in career development

Compared to their male counterparts, female employees usually are relatively powerless in the workplace due to several barriers and challenges such as marriage, motherhood, discrimination and stereotyping. This problem becomes magnified when female employees in the hospitality industry are required to work long hours and to have high degrees of mobility (Pinar et al., 2011). In addition, Brownell described the hospitality industry as a unique and distinctly different industry from any other industries, which presents particular difficulties for women (Brownell, 2001).

Some studies have discussed inequity in promotion and the “glass ceiling” for female employees in the hospitality industry may be a reason to push them to leave (Schaap, Stedham & Ymanura, 2008; Pinar et al., 2011). According to Schaap et al. (2008), the prevalent “traditional role” assumptions are barriers to stop female employees desiring advancement to a senior-level leadership position. In addition, research conducted in

the US indicates that the number of highly educated females at management level in the hospitality industry is disproportionately low (Li & Leung, 2001). In research done by Mooney and Ryan (2009), “visible” (long working hour’s culture) and “invisible” (old boy’s network system) barriers which prevent women from reaching the top positions in hotel management in New Zealand have been discovered.

In addition, the phenomenon of blurred differences between work and social life referred to by Bauman (2007) becomes a negative factor for women with young children. In most cases women are still the primary caregivers with the added responsibility of household organisation (Lopez-Claros & Zahidi, 2005). Kattara (2005) identified that less women are able to reach top managerial positions due to other traits such as age and work-family conflict in the Egyptian hospitality industry, as well as in Turkey (Pinar et al., 2011).

2.3 Working hours and employee turnover in the hospitality industry

Long and unpredictable working hours are reasons for employees’ job dissatisfaction (Kucukusta, Denizci Guillet, & Lau, 2014). According to Tromp and Blomme (2012), working long and irregular hours in the hospitality industry is the rule rather than the exception, which makes the likelihood of experiencing work-family conflict rather high.

Shift work and the number of working hours, as a work demand and the nature of job

in the hospitality industry, could have a significant effect on the psychological, physical and emotional well-being of hospitality employees (Cleveland et al., 2007). Shift work is significantly related to child-related problems and greater marital disagreements (Presser, 2004). Shift work as a common in hotel work poses challenges for hotel employees trying to negotiate the work-family interface (Almeida, 2004).

In a study by Cleveland et al. (2007), 96% of the respondents working as hotel managers in the U.S. indicated that unpredictable and irregular working hours as a stressful factor, and a negative challenge for their families. In addition, negative work-family balance is directly related to higher turnover intentions among female employees, which was found by Karatepe and Uludag (2008). According to Cha (2013), women, especially mothers, are structurally less able to overwork because they have to spend more time to meet family demands more than men. In addition, in the previous study by Cha (2013), the data showed that women with young children showed higher turnover intention when they worked 50 hours or more per week in male-dominated occupations. However, the same effect is not found for men or childless women.

2.4 Job pressure and employee turnover in the hospitality industry

The key factor deciding the success of organisations in the contemporary hospitality industry is competition among firms in the hospitality industry. Therefore, employees in the hospitality industry have to improve their work quality to meet customers

increasing expectations for service (Kim, Murrmann & Lee, 2009). Consequently, it is inevitable that these employees in the hospitality industry experience work-related stress in their work environment.

2.4.1 Role stress as a reason to cause job pressure of hospitality employee

The issue of role stress is particularly critical in the hospitality industry. As an employee who provides face-to-face services to customers, hospitality employees must often take on multiple roles, often in conflict, as boundary spanners of both the company's and consumer's interests (Kim et al., 2009). Besides, hospitality employees are requested to respond promptly, which could be viewed as a pressure that they have to face (Dann, 1990). Employees in the hospitality industry often have to face work situations without a clear standard. However, they are asked to perform operational duties to a variety of customers in dynamic situations (Kim et al., 2009).

2.4.2 Emotional dissonance as a reason to cause job pressure of hospitality employee

Emotional dissonance and high levels of stress from customers are other reasons to prompt quitting intentions (Walsh & Bartikowski. 2013; Harris, Harvey & Kacmar, 2009). In workplaces, employees in the hospitality industry are expected to abide by

display rules. These rules require employees to display certain emotions during the interaction with the customers that aim to maximize organizational productivity (Chen et al., 2012). According to Pugh (2001), displaying positive emotions by employees in service interactions with customers, such as conveying friendliness and smiling, is positively associated with their intention to recommend the service to others, with the intention of customers to return, and with the overall perception of service quality.

Due to the content and nature of the hospitality job, hospitality employees have to show positive emotions (e.g. friendliness, smiling) while hiding negative emotions (e.g. antipathy, impatience) in their service interactions with customers (Rupp, McCance, Supencer & Sonntag, 2008). According to Harris et al. (2009), some factors causing work-related stress within the organization (e.g. interactions with customers, tension with the supervisor) can harm employees' psychological and emotional well-being, which may cause job dissatisfaction, job stress, emotional exhaustion and, ultimately, quitting intentions. In a study researching on Chinese hotel employees by Chen et al. (2012), the data showed that suppressing felt emotions and faking desired emotions are negatively related to work performance, job satisfaction and positively related to burnout.

2.5 Age and employee turnover

The employee turnover intention differs based on age has been proved by earlier research (Emiroğlu et al., 2015; Karatepe et al., 2006; Kim et al., 2010; Pizam & Thornburg, 2006). Generally, older people show a lower turnover intention than younger people in the workplace (Emiroğlu et al., 2015; Karatepe et al., 2006; Kim et al., 2010). The reasons for this situation have been discussed differently by researchers. According to Cotton and Tuttle (1986), older staff tend to stay in the organization for a long time since they become familiar with their jobs and the working environment when they get older. Another reason for this is that older people have lower expectations compared to young people in their work, which has been supported by a study on hotel staff in the Netherlands (Lub et al., 2012).

According to Solnet and Hood (2008), generation Y (born from 1981 to 2000) dominate the staff positions in the tourism industry today. Some researchers observed that Generation Y show lower levels of organizational commitment and higher turnover rates compared to generation X (born between 1965 and 1980) in the workplace (Martin & Tulgan, 2001; Twenge, 2007). A weak psychological contract with the organization could be the reason for the high turnover rate of Generation Y employees and the reason for their lower levels of organizational loyalty and organizational commitment (Blomme et al., 2010). In addition, Generation Y pay more attention on their personal life compared to Generation X. They are willing to depart from their current job when

they decide the change is more beneficial for them (Barron et al., 2007).

Compared to previous generations, Generation Y is considerably different in terms of work-related values, characteristics and attitudes (Solnet & Hood, 2008). Researchers found members of Generation Y have higher expectations of pay raises, promotion and flexibility compared to older generations. Additionally, they highly value their non-work time for leisure and vacations (Barron et al., 2007; Blomme et al., 2010).

2.6 Education level and employee turnover

2.6.1 Education level and employee turnover in general

The turnover of highly-educated employees is growing rapidly, which has been suggested by research studies (Blomme, van Rheede, & Tromp, 2010). Some researchers identified the changes in the employee-employer relationship as the reason for high turnover of highly-educated employees (De Vos, Buyens & Schalk, 2005). Relationships between employees and employers was stable and predictable before the 1980s. Employers offered job security and promotion as the rewards for hard work and loyalty offered by employees (Herriot & Pemberton 1996). Since the 1980s, the relationship between employee and employer has become more individualized with a greater emphasis on flexibility and employability (De Vos et al., 2005). Employees are willing to work for an employer who is willing to provide enough opportunities for

development to improve employees' 'market value'. Based on this context, individuals with higher education levels are easier to find the alternative employment opportunities on the labour market compared to individuals with lower education levels (Wong & Law, 1999).

2.6.2 Education level and employee turnover in the hospitality industry

High employee turnover of highly educated employees is one of the major challenges of the hospitality industry (Blomme et al., 2010; Walsh & Taylor, 2007). In a study done by Emiroğlu et al. (2015), the researcher found that employee turnover intention differs based on various education levels. In general, people with higher educational levels are more likely to express a desire to quit compared to those with lower educational levels, which has been proven by previous studies (Chen et al., 2010; Carbery et al., 2003). Compared to employees with low education levels, highly educated employees have higher expectations in terms of financial benefits, rights and supervision (Chen et al., 2010), which means that it is much more difficult for employers to meet the needs of employees with high education levels (Iqbal, 2010). On the other hand, people with higher education levels show more turnover cognition than people with lower educational backgrounds. In research on hotel managers' turnover cognitions, Carbery et al. (2003) found that managers with higher levels of education background will show higher turnover intention.

2.7 Introduction to Chinese hospitality industry

2.7.1 The hospitality industry in China

Active tourism development in China began in 1978. The tourism and hotel industry has grown rapidly in its development in the last three decades (Hung, 2013b). Beginning with the open-door policy (a policy announced by China's chairman, Xiaoping Deng, in 1978 aiming to open the door to foreign businesses that wanted to set up in China), numbers of tourists increased extremely (Dogru, 2016). The total number of international tourist arrivals increased by 7,722% from 1978 (1.8 million) to 2008 (130 million) (CNTA, 2010a). The World Tourism Organization forecasts that China will be the world's number one tourist destination in 2020 (WTO, 2000).

According to the AFP News Agency (2011), China is the third most visited country in the world. The demand for tourism in China comes from international markets as well as domestic markets (Hung, 2013b). In 1981, the Chinese government emphasized hotel development in its Sixth Five-Year Plan (1981–1985) to relieve the stress incurred by increasing demand for hotel services (Yu, 1992). As a result, the number of hotels increased rapidly from 296 to 710 from 1981 to 1985 (He, 1999). Riding the waves of economic development and blooming tourism, the Chinese hotel industry displayed rapid growth in its development in the last three decades (Hung, 2013a). The total number of hotels in China in 2009 was 300,000 (CNTA, 2010a). The number of star-rated hotels in China has had a rapid increase from 203 in 1978 to 14,237 in 2009. 17.5% of hotels in the market were four-star and five-star hotels in 2009 (CNTA, 2010a). The

average growth rate of star-rated hotel rooms has been 24.5% between 1990 and 2008 (CNTA, 2010a).

Additionally, the Beijing Olympics in 2008, the World Expo held in Shanghai in 2010 and the 16th Asian Games Guangzhou 2010 have triggered tourism and therefore the hotel industry into rapid growth in China (Dogru, 2016). However, there are major gaps in management, marketing, service quality and human resources that need to be filled in the hotel industry in China (Dogru, 2016).

2.7.2 High employee turnover as an issue in Chinese hospitality industry

High employee turnover has long been considered a problem in the hotel industry in China. According to the Average Employee Turnover Rate in 2015 (2015), the hospitality employee turnover rate is 19.8%, which is higher than the average employee turnover rate in China (17.7%). In more developed cities or regions in mainland China such as Beijing and Shanghai, the turnover rate could reach 30% to 40%, which is higher than the average hotel employee turnover rate (Wang, 2009). Low salaries, heavy workloads (Yang, 2009), lack of employee loyalty and lack of social respect for the hotel profession are identified by hotel participants as key contributors to the issue that high employee turnover rates have been a long-standing problem in Chinese hotels (Hung, 2013b).

A previous study exploring the antecedents of hotel employee turnover in China done by Qiu et al. (2015), indicated that promotional opportunity, community fit, work-group cohesion, work-life balance, pay and leader-related factors affect hotel employee turnover intention.

2.8 Beijing as a popular tourism destination

Beijing is the capital of the People's Republic of China. It is the political, cultural and educational centre of China, and is a major hub for the national highway, railway, high-speed rail networks and expressway. The Beijing Capital International Airport is the second busiest in the world by passenger traffic. According to the Beijing Tourism Industry Overview [BTIO] in 2015 (2016), the total number of ranked star hotels in Beijing was 554. In addition, the number of five-star accommodation facilities in Beijing is 64 (BTIO, 2016).

Beijing has many famous tourism sites. It has seven UNESCO World Heritage Sites – Temple of Heaven, Zhoukoudian, the Forbidden City, the Ming Tombs, the Summer Palace, as well as parts of the Great Wall and the Grand Canal. Hosting the 2008 Summer Olympics and being chosen to host the 2022 Winter Olympics will make Beijing the first city to ever host both events. More than 147 million people per year travel to Beijing (BTIO, 2016).

Beijing has the most Fortune Global 500 Companies headquarters in the world (Beijing has most Fortune 500 global HQS, 2016). It ranks 9th in the world in the International Financial Centres Development Index published by the Chicago Mercantile Exchange, Xinhua News Agency and Dow Jones & Company. Rich tourism resources and important financial status make Beijing a city which demands hotel services strongly and increasingly.

2.9 Conclusion

Based on previous research and statistic reports, it can be concluded that high employee turnover is a critical issue in the hospitality industry. High employee turnover causes negative impact on the performance of hospitality organisations, which mainly includes reduction of quality of customer service and increased operating costs.

Gender differences in aspects such as working conditions, salary and career development in the hospitality industry have been proven and discussed by previous studies. In addition working hours, job pressure, age and education level as factors affecting employees' turnover intention have been proven by previous studies as well.

Finally, the Chinese tourism and hospitality industry has had a rapid growth in the last three decades (Hung, 2013a). However, the Chinese hospitality industry also faces the issue of high employee turnover rate. As the capital of China, Beijing is the nation's

political, cultural and educational centre and has many famous tourism sites. Meanwhile, the Beijing's hospitality industry has a higher than average employee turnover rate (Wang, 2009). These situations support the significance of this research.

Chapter 3: Methodology

This chapter will report on the research methodology and the research paradigm selected to structure this research. It also discusses research design, the research questionnaire and ethical considerations related to this dissertation. The data collection process is discussed at the end of this chapter.

3.1 Introduction

The purpose of this research is to investigate the factors that affect employee turnover in five-star hotels in Beijing, China. The research will examine whether demographic factors and factors such as gender, education background, wage, position and work-life balance have an impact on employee turnover intention in the context of five-star hotels in Beijing. The research paradigm applied in this research is the positivist research paradigm. The quantitative approach is used in research design, data collection and data analysis of this research, as used by Emiroğlu et al. (2015) in their study that determined the relationship between employee turnover intention and demographic factors in five-star hotels in Istanbul.

3.2 Research Paradigm

It is necessary for the researchers to identify their research paradigm and their ontological and epistemological position. According to Zitomer and Goodwin (2014), research paradigms are defined as sets of philosophical supports from which specific research approaches flow. In other words, research paradigms represent researchers' understanding and attitudes to their research, as well as guide the researchers how they approach knowing and what they believe are the best ways to know.

The positivist research paradigm is applied in this research. Positivism is a major part of the epistemological paradigm in research, which suggests the world is external and objective and the all processes of the research should be objective and value free (Gray, 2014). According to Gray (2014), researchers with a positivism research paradigm should be independent and focus on facts. The quantitative method is the main research method in the positivist paradigm, which enables the researcher to formulate and test hypotheses and locate causality between variables through quantitative data analysis that is based on the idea that social phenomena can be measured, expressed and quantified numerically (Gray, 2014).

Ontology is a form of a theory and the knowledge regarding to the nature of being, existence and becoming (Gandon, 2002). According to Kadiri and Kiritsis (2015), the main role of ontology is to provide a trusted and common source of knowledge used and

shared by software agents and/or humans. This research aims to understand the knowledge base of the factors affecting hospitality employee turnover.

The purpose of this research is to explore the relation between various factors and hospitality employee turnover intention. The analysis and discussion of the research will be based on the data from the research participants. The epistemological stance is objective with there being no interactions between the researcher and respondents. The survey is anonymous.

3.3 Research method

A positivist paradigm and quantitative methods were employed in the research. The online questionnaire was used to collect the data from participants in this research. The data collected from the respondents were analysed by SPSS, which is a statistical software designed to assist the researcher to objectively understand the data. Statistical analysis methods (e.g. chi-square, ANOVA) were applied to analyse the data and examine the relationship between variables (e.g. the relation between age/wages/gender and employee turnover intention). Examination of the hypotheses was supported by statistical analysis of the data in this way.

3.3.1 Research design

The aim of this research is to investigate the factors affecting employee turnover in five-star hotels in Beijing. In addition, a quantitative method is applied to examine the relationship between variables and text hypotheses in this research. Hence, it is necessary to collect the information and perspectives from the participants working in five-star hotels in Beijing for the purpose of reflecting the real situation. Due to time constraints, the online survey was considered to be the most suitable method for this research.

Based on the positivist paradigm, there are no face-to-face interviews and data collection was anonymous through a computer based survey. Several contact persons working in five-star hotels in Beijing were invited by the researcher to complete the questionnaire and then asked to invite their colleagues or friends who are working in five-star hotel in Beijing to take part in this research. They distributed the online questionnaire link to these potential participants and invited the participants to complete the online questionnaire on the Qualtrics (an online survey software) via email or social media. In this process, the researcher did not collect the contact details of potential participants. The data was collected by an online questionnaire. The participants were anonymous in this research. Nobody can identify who the participants are, which enabled participants to express their thoughts and ideas more freely.

In order to obtain the best random sample, snowball sampling was applied in this survey.

The aim being to obtain as many participants as possible. The respondents were asked to complete and submit the questionnaire on the website and to in turn forward the link to other friends and colleagues working in five-star hotels in Beijing. To avoid repeated submitting, Qualtrics was able to ensure that the same IP address could not be submitted more than once.

The participants were invited to participate in this research through the online questionnaire link distributed by contact persons. To ensure the participants were voluntarily taking part in this research, the information sheet (Appendix II), which includes the purpose of this survey, information about the researcher and what will happen in this research, was shown to the participants before they answered the questionnaire.

3.3.2 Research questionnaire

To obtain specific and direct information related to the research question from the participants, a questionnaire was considered the most appropriate method to collect the data in this research. In this way, the researcher can use statistical methods to objectively analyse information about a social phenomenon that is pressed in numeric terms.

The questionnaire of this research was conducted on Qualtrics, which is a tool to collect the data and also an analysis tool. The main participants in this research are Chinese hospitality employees. To overcome the barrier of language and enable participants to

fully understand the questionnaire, the online questionnaire needed to be presented in Chinese. The questionnaire was developed first in English and then translated into Chinese, followed by a back-translation method.

The questionnaire is based on the questionnaire used by Emiroğlu et al. (2015) in their study that determined the relationship between employee turnover intention and demographic factors in five-star hotels in Istanbul. The questionnaire was divided into two parts. The first part of the questionnaire aims to gain the information on participants' perceptions and attitudes towards situations happening in the workplace. For example, "I intend to leave the organisation in the next year" and "the irregular working hours is a reason why I am looking for work outside of the hospitality industry". Additionally, a five-point Likert scale was applied in this part. The evaluation options are listed as follows: (1) Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree, (5) Strongly agree.

The second part of the questionnaire is to collect the demographic information of participants, which includes age, marital status, wage range, education level, working department, tenure.

The benefits of using questionnaires to carry out research is that a questionnaire-based research can provide the respondents a more flexible time to take part and complete the questionnaire and also be under no influence from the researcher. Compared to interview surveys, a questionnaire-based survey enables the researcher to quantitatively summarise

findings and results more easily.

3.3.3 Population and sample size

The population of this research was composed of employees working in five-star accommodation facilities located in Beijing, China. There are several reasons of choosing this sample. Firstly, the hospitality employee turnover rate is high compared to other industries in China, especially in developed cities such as Beijing, Shanghai and Hong Kong (Wang, 2009). Secondly, it is increasingly important for hotel managers to retain talented and trained hospitality employees, especially for five-star hotels providing top services. The third reason is the lack of information in academic journals about the hospitality employee turnover in the Beijing five-star hotel sector. According to the Beijing Tourism Industry Overview in 2015 (2016), the total number of the five-star accommodation facilities in Beijing is 64.

Due to the lack of information about number of employees in the 64 five-star hotels in Beijing, an estimation of the population in this research was made. The size of the four contact persons were asked by the researcher to provide real information about room numbers of hotels, approximate number of employees of hotels, accurate number of staff in their department, and distribution of positions in their hotel. The collected information from contacts is shown in the tables below.

Beijing Shangrila Hotel		
Hotel rooms	670	
Approximate number of employee	800	
Banquet department (including sales)		
Staff	12 (including 5 interns)	57%
Supervisor	3	14%
Manager +	6	29%

Grand Hyatt Beijing		
Hotel rooms	825	
Approximate number of employee	800	
Italian restaurant		
Staff	22 (including 8 interns)	71%
Supervisor	4	13%
Manager +	5	16%

Waldorf Astoria Beijing		
Hotel rooms	176	
Approximate number of employee	250	
HR		
Staff	4 (including 1 interns)	50%
Supervisor	2	25%
Manager +	2	25%

The Ritz-Carlton Beijing		
Hotel rooms	305	
Approximate number of employee	300	
Front office		
Staff	22 (including 7 interns)	61%
Supervisor	8	22%
Manager +	6	17%

Based on the information of four five-star hotels in Beijing from contacts, the number of employee and the distribution of positions in five-star hotels in Beijing was estimated, and shown in the table below. A comparison with samples is shown as well.

	Population estimated	Sample
Average number of employees	537	80
Percentage of staff	60%	33.8%
Percentage of supervisors	19%	33.8%
Percentage of manager+	21%	32.5%
Estimated number of total employee in 64 five-star hotels in Beijing	34,368	

It can be seen from the above table that the samples of this research have a lower level of staff respondents and a higher level of supervisor and manager+ respondents compared to the population distribution of positions in five-star hotels in Beijing (based on the information from contacts). This could be viewed as a limitation of this research, and will be discussed in chapter five. Additionally, the estimated number of total employees in five-star hotels in Beijing is 34,368 based on the information collected from contacts and 80 respondents is a small sample.

3.4 Ethical considerations

Ethical approval for this dissertation was required because the survey process involved human participants. An information sheet including the purpose of this survey, information about the researcher and what will happen in this research was shown to the participants before they completed the questionnaire. A consent form was not required because this is an online survey. The participants will give their consent by completing and submitting the online questionnaire. After some minor changes to the questionnaire and information sheet, the ethics application was submitted with approval granted on 24th August 2016 (AUTEC Reference number *16/308*).

Chapter 4: Findings

This dissertation replicates work done by Emiroğlu, Akova and Tanrıverdi (2015) in Turkey, which focused on employees' turnover intention in five-star hotels in Istanbul. The analysis methods and structure in the dissertation are based on this previous study, in order to determine the demographic factors (e.g. gender, age, marital status) and other factors (e.g. tenure, wage, position and job pressure) that have an impact on the turnover intention of the employees working in five-star hotels in Beijing, China and to identify the attitudes of employees towards their turnover intention. To clearly investigate the research question, three hypotheses were proposed in the research, which were developed from the previous study of Emiroğlu et al. (2015).

Hypothesis 1. There is a significant difference between the marital status and turnover intention.

Hypothesis 2. Low pay leads to employees' intention to leave their employment in five-star hotels in Beijing.

Hypothesis 3. Female employees have a higher intention to leave than their male counterparts in five-star hotels in Beijing.

The literature review in Chapter Two showed and discussed common factors that could impact on employees' turnover intention in the hospitality industry, which have been

discussed and proven by previous studies. This chapter will separately present the findings/results of each factor and examine their relationship to staff's turnover intention.

Chapter four is further divided into ten subsections:

- Section 4.1 presents the summary of responses of the survey.
- Section 4.2 describes the distribution of the participants in terms of demographic characteristics and compares these to the linked estimation of the population.
- Section 4.3 analyses if there is a significant relationship between marital status and employees' turnover intention and examines hypothesis 1.
- Section 4.4 discusses if there is a significant relationship between wage and employees' turnover intention and tests hypothesis 2.
- Section 4.5 describes the differences of perceptions towards the job among employees in terms of gender and analyses the relationship between gender and employees' turnover intention. In addition, hypothesis 3 will be tested in this section.
- Section 4.6 explores the relationship between job position and employees' turnover intention.
- Section 4.7 discusses the relationship between age and employees' turnover intention.
- Section 4.8 examines whether tenure has an impact on employees' turnover intention.
- Section 4.9 analyses the relationship between working hours/job pressure/life-work unbalance and employees' turnover intention.
- Section 4.10 concludes the findings.

4.1 Summary of responses

The online questionnaire distribution began on 3 September and ended on 12 October. Eight employees as contacts working in five-star hotels in Beijing were asked to complete and forward this online questionnaire to their friends or colleagues who are working in five-star hotels in Beijing. Finally, a total number of 242 responses were collected, all of them via Qualtrics. Of these responses, 92 respondents completed the first part of the questionnaire and 80 respondents completed the whole questionnaire. In total, 80 effective responses were collected during the survey. The rate of fully completed responses is 33%.

4.2 Descriptive characteristics of the respondents (demographics)

Table 1: Comparison of distribution of participants in gender, marital status and education between this dissertation and research done by by Emiroğlu et al. (2015)

Gender				
	Sample of this research		Sample of research done by by Emiroğlu et al. (2015)	
	N	%	N	%
Female	41	51.2	145	48.8
Male	39	48.8	152	51.2
Marital Status				
Married	28	35	225	75.8
Single	52	65	72	24.2
Education				
Primary School	0	0	30	10.1
Secondary School	1	1.3	23	7.7
High School	2	2.5	64	21.5
University	70	87.5	163	54.9
Other	7	8.8	17	5.7
Total	80	100	297	100

Table 1 presents the distribution of the respondents in terms of gender, marital status and education and the comparison between this dissertation and research done by by Emiroğlu et al. (2015). It can be seen from Table 1 that there is no significant difference of the distribution of gender between this research (51.2% are female and 48.8% are male) and research done by Emiroğlu et al. (2015) (48.8% are female and 51.2% are male). In terms of marital status, only 35% of the participants in this dissertation are married compared to 75.8% married participants in the research done by by Emiroğlu et al. (2015). It can be

seen that most of the participants in this dissertation are single hotel employees. However, most of the participants in the research done by Emiroğlu et al. (2015) were married hotel employees. In terms of education level, the participants with a university education background dominate the both studies (87.5% in this research and 54.9% in the research done by by Emiroğlu et al. (2015)). The percentage of the participants with university education background in this dissertation is much higher than in the research done by Emiroğlu et al. (2015). In addition, almost 40% of the participants in the research done by Emiroğlu et al. (2015) are educated below university compared to only 3.8% in this dissertation.

Table 2: Distribution of position in sample and in population estimated.

Position	Number in sample	Percentage	Estimated population (%)
Staff	27	33.8	60%
Supervisor	27	33.8	19%
Manager +	26	32.5	21%
Total	80	100	

Table 2 shows the distribution of positions of the respondents. It can be seen that the percentages of the respondents working as staff, supervisor and manager and higher are almost the same. The comparison with the estimated distribution in the real world is shown in the table. A difference between sample and population estimated has been found. The possible disadvantages of this will be discussed in Chapter Five. The possible disadvantages of this will be discussed in Chapter Five.

Table 3: Distribution of wage of the respondents and average salary in Beijing

Wage (RMB)	N	%	Average salary in Beijing: 8,717 RMB
2,000-3,999	27	33.8	
4,000-5,999	21	26.3	
6,000-7,999	11	13.8	
8,000-11,999	11	13.8	
12,000+	10	12.5	
Total	80	100	

Table 3 shows the distribution of wages of the respondents and the average salary of employees in Beijing is 8,717 RMB per month (the average salary of employees in Beijing, 2016). Compared to the distribution of respondents' wages in this research, only 26.3% of the respondents meet this average salary in Beijing. About 60% of the respondents' salaries are below 5,999 RMB per month. About 74% of the respondents' salaries are below the average salary in Beijing, which reflects the low paid nature of the hospitality industry and proves the previous studies.

Table 4: Distribution of department of the respondents and comparison between gender

Department			Female		Male	
	N	%	N	%	N	%
Conference	1	1.25	1	2.4	0	0.0
Front Office	17	21.25	9	22.0	8	20.5
Maintenance	4	5	0	0.0	4	10.3
Executive Office	7	8.75	5	12.2	2	5.1
Finance	6	7.5	3	7.3	3	7.7
F&B	13	16.25	7	17.1	6	15.4
HR	10	12.5	7	17.1	3	7.7
IT	1	1.25	0	0.0	1	2.6
Sales and Marketing	18	22.5	8	19.5	10	25.6
Other	3	3.75	1	2.4	2	5.1
Total	80	100	41	100	39	100%

It can be seen from Table 4 that the participants mainly work in the sales and marketing department, front office department and food and beverage department, which occupies 22.5%, 21.25% and 16.25% respectively. In this research, female employees dominate the executive office and HR department. Four male employees work in the maintenance department compared to 0 female employees.

Table 5: Age distribution of the respondents

Age		Age	(N)	(%)
Average	28	18-25	38	47.5
Range	34	26-35	34	42.5
Oldest	53	36-45	4	5.0
Youngest	19	46-55	4	5.0
		Total	80	100.0

The participants were asked their year of birth in the questionnaire. Table 5 indicates the summary of age of the respondents and their age distribution. The average age of the respondents is 28 years in this survey. In addition, 90% of the participants are below 35 years old. In the research done by Emiroğlu et al. (2015), most of the participants are between 36 and 45 years old (39.7%). This research shows a lower average age compared to the research done by Emiroğlu et al. (2015). This might explain why there is a lower level of married staff in this research compared to the research done by Emiroğlu et al. (2015).

Table 6: Descriptive information on the responses and the turnover intention levels of the respondents

	Strongly disagree/Disagree		Neither agree nor disagree		Strongly agree/Agree		N	Mean
	N	%	N	%	N	%		
I intend to resign from the current organization in the next year.	23	28.8	27	33.8	30	37.5	80	3.11
I am actively looking for alternative employment in other industry.	20	25.1	18	22.5	42	52.5	80	3.41
I will resign from this organization at the earliest possible opportunity.	34	42.5	25	31.3	21	26.3	80	2.88

Note: Scale range is 1-5, higher number means higher sense of agreement

Table 6 indicates the distribution regarding percentage and frequency of the responses from the participants. It can be seen from Table 3 that 37.5% of the participants plan to resign from the current organization in the next year compared to 28.8% of the participants who gave opposite answers. In addition, more than half of respondents stated that they wanted leave the hospitality industry and intended to work in other industries. The mean of the responses to these two questions is 3.11 and 3.41 respectively, which are slightly higher than the middle of the scale (3.00). It reflects respondents' high turnover intention. Compared to the research done by Emiroğlu et al. (2015), the respondents in this research showed higher turnover intention.

4.3 Impacts of marital status on employee turnover intention and hypothesis 1

Table 7: Independent samples T-Test indicating the difference of turnover intention of the participants in terms of marital status

Marital status	N	Mean	Mean in the research done by Emiroğlu et al. (2015)	t	P
Married	28	2.54	2.27	-3.492	.001*
Single	52	3.42	3.80		

***p<0.05, Scale range is 1-5, higher number means higher turnover intention**

The t-test analysis found a significant difference between employees' turnover intention and marital status ($p<0.05$). In this research, it could be concluded that single employees have a higher employee turnover intention (mean=3.42) compared to married employees (mean=2.54). In the research done by Emiroğlu et al. (2015), single employees (mean=3.80) also showed a higher turnover intention than married employees (mean=2.27). Therefore, this result is consistent with the previous study done by Emiroğlu et al. (2015). In conclusion, hypothesis 1 was not rejected. There is a significant difference between employees' turnover intention and marital status.

Table 8: Independent samples T-Test indicating the difference of turnover to work in other industry of the participants in terms of marital status

Marital status	N	Mean	SD	t	P
Married	28	2.86	1.268	-3.250	.002*
Single	52	3.71	1.035		

***p<0.05, Scale range is 1-5, higher number means higher turnover intention**

As can be seen in Table 8, it was found that married employees and single employees have a significant difference ($p<0.05$) in intention to work in other industries. In this research, single people have a higher intention (mean=3.71) to work in other industries than married people (mean=2.86).

4.4 Impacts of wage on employee turnover intention and hypothesis 2

4.4.1 Examination of relationship between wage and employee turnover intention

Table 9: ANOVA Table showing the difference of turnover intention of the employees in terms of wage

Wage	N	Mean	Difference	df	F	P
2,000-3,999 (1)	27	2.78	1-2 1-4	4	6.458	.000*
4,000-5,999 (2)	21	3.71	2-1 2-3 2-4 2-5			
6,000-7,999 (3)	11	2.55	3-2			
8,000-11,999 (4)	11	2.09	4-1 4-2			
12,000+ (5)	10	2.60	5-2			

***p<0.05, Scale range is 1-5, higher number means higher turnover intention**

As can be seen in Table 9, a significant difference between wage and staff turnover intention was found ($p<0.05$) by ANOVA analysis. In this research, people who are paid between 4,000-5,999 RMB have the highest turnover (mean=3.71) intention compared to other groups. In conclusion, people who are paid relatively lower (between 2,000-3,999 RMB and 4,000-5,999 RMB) have higher turnover intention than people who have higher wages (6,000 RMB and over). The previous study that has been replicated in this dissertation found similar results that staff who have low wages have a higher turnover intention (Emiroğlu et al., 2015).

Table 10: Descriptive Statistics and Correlations Coefficient describing the relation between variables

Variables	M	SD	1	2	3
1. Turnover intention	3.11	1.16	--		
2. Intention of working in other industries	3.41	1.19	.59**	--	
3. Actual Wage	2.45	1.40	-.30**	-.27**	--

N=80, *p< .05, **p< .01

It can be seen in Table 10 that there is a significant relationship ($P < 0.01$) among turnover intention, intention of working in other industries and wages by correlation coefficient. Wage is negatively related to turnover intention and intention of working in other industries, which means people who are paid relatively lower have a relatively higher turnover intention and intention of working in other industries.

4.4.2 Testing hypothesis 2

Table 11: The respondents' perspectives about wage and turnover intention

	Strongly disagree/Disagree		Neither agree nor disagree		Strongly agree/Agree		N	Mean
	F	%	F	%	F	%		
I think I am poorly paid compared to people working in other industries.	10	12.5	20	25	50	62.5	80	3.69
The poor pay make me consider work in other industries.	17	21.3	17	21.3	46	57.4	80	3.53

Scale range is 1-5, higher number means higher sense of agreement

Table 11 indicates the distribution regarding percentage and frequency of the participants' answers about their perspectives of wage. As can be seen in Table 11, more than half of the respondents (62.5% and 57.4% respectively) stated that they are poorly paid compared to people working in other industries and the poor pay made them consider working in other industries. On the other hand, only 12.5% and 21.3% of the respondents held opposite opinions.

Table 12: Descriptive Statistics and Correlations Coefficient describing the relation between variables.

Variables	M	SD	1	2	3	4
1. Intention of Leaving from the current organisation	3.11	1.16	--			
2. Intention of working in other industries	3.41	1.19	.59**	--		
3. The poor pay make me consider work in other industries	3.53	1.21	.27**	.53**	--	
4. I think I am poorly paid compared to people working in other industries	3.69	1.07	.28**	.46**	.77**	--

N=80, *p< .05, **p< .01

Based on correlation coefficient, there is a significant relationship among four variables.

These four variables positively influence each other. It could be concluded that staff perception about poor pay in five-star hotels in Beijing caused their turnover intention and intention of working in other industries. In conclusion, low pay leads to employees' intention to leave their employment in five-star hotels in Beijing. Hypothesis 2 was accepted.

4.5 Gender difference in five-star hotels in Beijing, impacts of gender on employee turnover intention and hypothesis 3

4.5.1 Examination of difference of position among employees in terms of gender

Table 13: Distribution of position of the participants in terms of gender

	Female		Male	
	%	N	%	N
Staff	36.6%	15	30.8%	12
Supervisor	29.2%	12	38.5%	15
Manager	29.3%	12	25.6%	10
Director	4.9%	2	5.1%	2
Total	100%	41	100%	39

Table 14: Independent samples T-Test indicating the difference of position of the participants in terms of gender

Gender	N	Mean	S	df	t	P
Male	39	2.05	.887	78	.132	.895
Female	41	2.02	.935			

As can be seen in Table 13, 36.6% and 29.3% of the female respondents are staff and managers in their work place, which is higher than male staff (30.8%) and male manager (25.6%). In addition, more male respondents are supervisors in their work place (38.5%) compared to female supervisors (29.2%).

Based on T-Test analysis, there was no significant difference between gender in terms in position ($P > 0.05$). In conclusion, difference of position between gender was not found in this research.

4.5.2 Examination of difference of wage among employees in terms of gender

Table 15: Distribution of wage of the participants in terms of gender

	Female		Male	
	%	N	%	N
2,000-3,999	31.7%	13	35.9%	14
4,000-5,999	21.9%	9	30.8%	12
6,000-7,999	17.1%	7	10.3%	4
8,000-11,999	17.1%	7	10.3%	4
12,000+	12.2%	5	12.8%	5
Total	100%	41	100%	39

Table 16: Independent samples T-Test indicating the difference of wage of the participants in terms of gender

Gender	N	Mean	S	df	t	P
Male	39	2.33	1.402	78	-.723	.472
Female	41	2.56	1.415			

It can be seen from Table 15 that the percentage of male respondents who are paid between 4,000-5,999 (30.8%) is higher than female respondents (21.9%). Additionally, it was found a higher percentage of female respondents who are paid between 6,000-7,999 and 8,000-11,999 compared to male respondents. Based on T-Test analysis, it was not found a significant difference of wage between gender in this research.

4.5.3 Examination of difference of education among employees in terms of gender.

Table 17: Distribution of education of the participants in terms of gender

	Female		Male	
	%	N	%	N
Middle School	0.00%	0	2.6%	1
High School	2.4%	1	2.6%	1
Diploma	26.8%	11	30.8%	12
Bachelor	65.9%	27	51.3%	20
Master or higher	4.9%	2	12.8%	5
Total	100%	41	100%	39

Table 18: Independent samples T-Test indicating the difference of education of the participants in terms of gender

Gender	N	Mean	S	df	t	P
Male	39	3.69	.832	78	-.245	.807
Female	41	3.73	.593			

As can be seen in Table 17, there is a higher percentage of female participants holding a bachelor degree (65.9%) than male participants (51.3%). Moreover, 12.8% of the male participants have a Master degree or higher in their education background compared 4.9% of the female participants. However, education was not found to be a significant difference between genders based on T-Test analysis.

4.5.4 Examination of the relationship between gender and employee turnover intention and hypothesis 3

Table 19: Independent samples T-Test Indicating the difference of turnover intention among the employees in terms of gender

Gender	N	Mean	Mean in the research done by Emiroğlu et al. (2015)	df	t	P
Male	39	3.00	2.31	78	-.846	.400
Female	41	3.22	2.96			

As can be seen in Table 19, the average score of female respondents (3.22) is higher than male respondents (3.00). However, there is no significant statistical difference between genders and turnover intention ($p>0.05$) in this research. It was found a significant difference between genders and turnover intention in the research done by Emiroğlu et al. (2015). In their research, females showed higher turnover intention (mean=2.96) than males (mean=2.31). Therefore, this result is different from the previous study done by Emiroğlu et al. (2015). Additionally, it was not proved that female employees have a higher intention to leave the organisation than their male counterparts in five-star hotels in Beijing. In conclusion, hypothesis 3 was rejected.

4.6 Impacts of position on employee turnover intention

Table 20: ANOVA Table showing the difference of turnover intention of the employees in terms of position

Wage	N	Mean	Mean in the research done by Emiroğlu et al. (2015)	Difference	df	F	P
Staff (1)	27	3.48	2.91	1-2 1-3	3	2.921	.025*
Supervisor (2)	27	2.78	1.26	2-1			
Manager and higher (3)	26	2.73	1.18	3-1			

***p<0.05, Scale range is 1-5, higher number means higher turnover intention**

A significant difference can be seen in Table 20, between staff position and their turnover intention ($p<0.05$). Based on ANOVA analysis, it could be concluded that people who are supervisors (mean=2.78) and are managers and higher (mean=2.73) in the work place have lower turnover intention than people who are baseline staff (mean=3.48). In addition, no significant difference was found between managers and supervisors. Comparing the research done by Emiroğlu et al. (2015), people who are staff also showed higher turnover intention than people who are supervisors and managers. However, the participants in the research done by Emiroğlu et al. (2015) showed lower turnover intention compared to the participants in this dissertation in general. In conclusion, this result is similar to the previous study done by Emiroğlu et al. (2015) and employees working in five-star hotels showed higher turnover intention than employees in five-star hotels in Istanbul. Moreover, it was found that people who are directors in their work place have higher employee

turnover intention (mean=3.25) than people who are supervisors and managers, which is different from the replicated study in Istanbul, Turkey (Emiroğlu et al., 2015).

4.7 Examination of the relationship between age and employee turnover intention

Table 21: ANOVA Table showing the difference of turnover intention of the employees in terms of Age

Age	N	Mean	Mean in the research done by Emiroğlu et al. (2015)	Difference	df	F	P
18-25 (1)	38	3.89	3.91	1-2 1-3	3	4.940	.003*
26-35 (2)	34	3.06	3.40	2-1			
36-45 (3)	4	2.50	1.44	3-1			
46-55 (4)	4	2.75	1.20				

***p<0.05, Scale range is 1-5, higher number means higher turnover intention**

As can be seen in Table 21, a significant difference between age and turnover intention was found based on ANOVA analysis ($p<0.03$). Young people in the age groups 18 to 25 (mean=3.89) and 26 to 35 (mean=3.06) have higher turnover intention than older people who are located in the age groups 36 to 45 (mean=2.50) and 46 to 55 (mean=2.75).

It can be seen from Table 21 that the participants who are below 35 years old showed higher turnover intention in the research done by Emiroğlu et al. (2015) compared to the participants who are below 35 years old in this research. However, in the 36 to 45 and 46

to 55 age groups, the participants in the research done by Emiroğlu et al. (2015) showed lower turnover intention than the participants in this dissertation. In conclusion, the previous study done by Emiroğlu et al. (2015) found similar results that young people have higher turnover intention than older people. As a result of the analysis, a significant relationship was not found between 26 to 35 and 36 to 45 age groups and between the 46 to 55 age group and other age groups.

4.8 Impacts of tenure and years of working in the hospitality industry on employee turnover intention

4.8.1 Examination of the relationship between tenure and employee turnover intention

Table 22: ANOVA Table showing the difference of turnover intention of the employees in terms of tenure

Age	N	Mean	Mean in the research done by Emiroğlu et al. (2015)	Difference	df	F	P
Less 1 year (1)	31	3.81	4.35	1-3 1-5	3	4.940	.001*
2-4 years (2)	32	3.56	3.82	2-3			
5-7 years (3)	10	2.30	2.59	3-1 3-2			
8-10 years (4)	4	2.75	1.42				
10 years and over (5)	3	2.33	1.38	5-1			

*p<0.05, Scale range is 1-5, higher number means higher turnover intention

A significant difference was found between tenure and turnover intention based on ANOVA analysis ($P < 0.05$). In this research, it could be concluded that people who have tenure of 1 year and less (mean=3.81) and 2 to 4 years (mean=3.56) have higher turnover intention than people who have relatively long tenure such as 5 to 7 years (mean=2.30), 8 to 10 years (mean=2.75) and 10 years and more (mean=2.33).

In the research done by Emiroğlu et al. (2015), the participants who have tenure of 1 year and less (mean=4.35), 2 to 4 years (mean=3.82) and 5 to 7 years (mean=2.59) showed higher turnover intention compared to the participants in this dissertation. However, the participants who have tenure of 8 to 10 years (mean=1.42) and 10 years and more (mean=1.38) in the research done by Emiroğlu et al. (2015) showed lower turnover intention than the participants in this dissertation. In conclusion, this finding is similar to the previous study done by Emiroğlu et al. (2015), which supports the result that people who have long tenure have lower turnover intention than people have shorter tenure.

4.8.2 Examination of the relationship between year of working in the hospitality industry and employee turnover intention

Table 23: ANOVA Table showing the difference of turnover intention of the employees in terms of year of working in the hospitality industry

Age	N	Mean	S	Difference	df	F	P
Less 1 year (1)	19	3.37	1.165	1-4 1-5	3	4.940	.001*
2-4 years (2)	38	3.34	1.097	2-4 2-5			
5-7 years (3)	8	3.25	1.035	3-4 3-5			
8-10 years (4)	10	2.20	1.033	4-1 4-2 4-3			
10 years+ (5)	5	2.00	.707	5-1 5-2 5-3			

* $P < 0.05$

As can be seen in Table 23, there is a significant difference between turnover intention and years of working in the hospitality industry based on ANOVA analysis ($P < 0.05$). In this research, people who have worked in the hospitality industry for a short time such as 1 year (mean=3.37) and less, 2 to 4 years (mean=3.34) and 5 to 7 years (mean=3.25) have higher turnover intention than people who have worked in the hospitality industry for a relatively longer timer such as 8 to 10 years (mean=2.20) and 10 years and more (mean=2.00). In conclusion, the longer time people have worked in the hospitality industry, the lower turnover intention they have.

4.9 Examination of the relationship among working hours, work-life unbalance, job pressure and employee turnover intention

Table 24: Descriptive information on the responses of the respondents in terms of working hours, work-life balance and job pressure.

	Strongly disagree/Disagree		Neither agree nor disagree		Strongly agree/Agree		N	Mean
	N	%	N	%	N	%		
I do not spend enough time on my life.	18	22.5	18	22.5	44	55.0	80	3.43
The irregular working hours is reason why I looking for works outside of hospitality industry.	22	27.5	18	22.5	40	50.0	80	3.28
The long working hours is reason why I looking for works outside of hospitality industry.	21	26.3	11	13.8	48	60.0	80	3.45
My current job is very stressful.	12	15.0	26	32.5	42	52.5	80	3.45

Table 24 indicates the distribution regarding frequency and percentage of the opinions of the participants. As can be seen in Table 24, 55% of the participants stated that they do not spend enough time on their lives compared to 18% of the respondents holding opposite opinions. Moreover, over half of the participants (60%) thought that the irregular working hours was the reason why they were looking for work outside of the hospitality industry. Finally, 52.5% of the participants claimed that their current job was very stressful. Only 15% of the participants stated that their job was not stressful.

Table 25: Descriptive Statistics and Correlations Coefficient describing the relation between variables

Variables	M	SD	1	2	3	4	5	6
1. Turnover intention	3.1	1.16	--					
2. Intention of working in other industries	3.4	1.19	.59**	--				
3. Work-life unbalance	3.4	1.07	.13	.27*	--			
4. Irregular working hours	3.3	1.15	.22*	.33**	.53**	--		
5. Long working hours	3.5	1.15	.19	.31**	.58**	.64**	--	
6. Job pressure	35	.97	.12	.16	.29**	.30**	.58**	--

N=80, *p< .05, **p< .01

Table 25 describes the relationships among different variables based on the correlation coefficient. Table 25 shows that there is a significant relationship between turnover intention and irregular working hours ($P < 0.05$). It could be concluded that irregular working hours in five-star hotels in Beijing causes employees' turnover intention.

In addition, it was found significant relationships among intention of working in other industries, work-life unbalance, irregular working hours and long working hours (all $P < 0.05$). It was concluded that the reasons why employees in five-star hotels in Beijing intend to work in other industries are work-life unbalance, irregular working hours and long working hours in five-star hotels in Beijing.

As can be seen in Table 25, it was found that work-life unbalance, job pressure, irregular working hours and long working hours are positively related to each other ($P < 0.01$). It was concluded that irregular working hours and long working hours cause a negative

impact on work-life balance of employees working in five-star hotels in Beijing. In addition, work-life unbalance, irregular working hours and long working hours may be reasons to cause job pressure of employees working in five-star hotels in Beijing.

4.10 Conclusion to findings

The main objective of this research was to investigate the factors affecting employee turnover in five-star hotels in Beijing, China. After data collection, a total number of 80 effective responses were received. The distribution of demographic information of the participants has been described and discussed.

To clearly investigate the research question, three hypotheses have been proposed in the research and have been tested by quantitative methods and statistical analysis.

Hypothesis 1. There is a significant difference between marital status and turnover intention in five-star hotels in Beijing, which has been proven.

Hypothesis 2. Low pay leads to employees' intention to leave their employment in five-star hotels in Beijing, which has been proven.

Hypothesis 3. Female employees have higher intention to leave than their male counterparts in five-star hotels in Beijing, which has been rejected.

The relationship between employees' turnover intention and factors has been investigated by statistical analysis. It was found that there are significant differences between marital status and turnover intention, between job position and turnover intention, between wage and turnover intention, between age and turnover intention, and, finally, between tenure and turnover intention in five-star hotels in Beijing. The results are similar to the previous study done by Emiroğlu et al. (2015). The significant difference between gender and turnover was not found, which is different from the previous study done by Emiroğlu et al. (2015).

In this research, a gender difference was not found in aspects of wage, position and education in five-star hotels in Beijing. Based on the correlation coefficient, it was found that the reasons why employees in five-star hotels in Beijing intend to work in other industries are work-life unbalance, irregular working hours and long working hours in five-star hotels in Beijing. In addition, it was proved that irregular working hours in five-star hotels in Beijing cause employees' turnover intention.

Chapter 5: Discussion

This dissertation aimed to investigate the relationship between factors (e.g. gender, age, marital status, length of tenure, wage level, employment position and job pressure) and the turnover intention of the employees working in five-star hotels in Beijing, China. It was found by reviewing previous studies that there was sparse English language research on employee turnover in the Chinese hospitality industry, expressly in a specific city in China. Therefore, a research gap was identified as there was no previous research regarding factors that affect employee turnover in five-star hotels in Beijing, China. This research was conducted to address this gap and identify factors that affect employee turnover in five-star hotels in Beijing.

5.1 Discussion to research findings

5.1.1 Marital status and employees' turnover intention

Based on the statistical analysis, it was concluded that the turnover intentions of employees working in five-star hotels in Beijing differ based on factors such as marital status, length of tenure, age, wage level, employment position, working hours and job pressure. As concluded in previous studies (Carbery et al., 2003; Emiroğlu et al., 2015), marital status has been found to be a determining factor affecting employee turnover

intention. The findings of this dissertation demonstrated that single employees show a higher turnover intention than married employees in five-star hotels in Beijing. Financial responsibilities to families could be the reason why the turnover intention of married employees is lower (Carbery et al., (2003); Emiroğlu et al., 2015).

5.1.2 Position and employees' turnover intention

The data in this research shows that employees' turnover intentions differ based on position and that hotel employees with high position levels have a lower turnover intention compared to hotel employees with lower position levels, which is similar with the results of the previous studies (Emiroğlu et al., 2015; Abdullah et al., 2010). It was observed in the findings that hotel supervisors and managers have a lower turnover intention than people in the position of staff in the hotels. According to Salami (2008), people working in higher positions show low turnover intention due to having more responsibilities in the organisation. In addition, Radzi et al. (2009) stated that employees with low positions leave the organisation because of limited promotion opportunities and low wages.

However, it was found in this research that people working in the position of director showed higher turnover intention than people working in position of supervisor and manager. The reason for this may be the strong demand of high level managers in star-rated hotels in China. The number of star-rated hotels in China has increased rapidly from

203 in 1978 to 14,237 in 2009. Hung (2013) stated that one of the critical issues of the Chinese hotel industry is lack of well-trained hospitality managers. Hence, people working in the position of director may be intending to leave the organisation due to higher wages and promotion opportunities offered by other hotels.

5.1.3 Wage and employees' turnover intention

It was also found in the research that employees in five-star hotels in Beijing showed different turnover intention based on various wage groups. Similar to earlier research (Emiroğlu et al., 2015; Suleiman Albattat & Mat Som, 2013; Santero-Sanchez et al, 2014; Angel & Cannella, 2004), it could be concluded that people who are paid a lower wage level have a higher turnover intention compared to people who are paid a higher wage level. Employees have turnover intention when they face job dissatisfaction from low salaries (Suleiman Albattat & Mat Som, 2013; Angel & Cannella, 2004).

5.1.4 Gender and employees' turnover intention

It was not found that employees' turnover intention differed based on gender, which is different from the results of previous studies (Emiroğlu et al., 2015; Carbery et al., 2003; Karatepe et al., 2006). In the previous studies showing the opposite result, the situation that the female employees have a higher turnover intention than male employees is a

result of the roles and responsibilities for the female employees in their families (Griffeth, Hom & Gaertner, 2000) and the limited career opportunities resulted from the glass ceiling and old boy's network (Schaap et al., 2008; Mooney & Ryan, 2009).

However, it was not found in this research that there are significant differences between female employees and male employees in terms of position, wages and promotion opportunities. The findings of this research showed different results to previous studies that were reviewed in chapter 2. This situation may be due to several reasons. Firstly, the sample in this research cannot reflect the real situation in five-star hotels in Beijing. In the sample of this research, the proportions of staff, supervisor and manager are 27%, 27% and 22% respectively, which is different with the feedback about the true distribution of positions in five-star hotels in Beijing from the contacts.

The second possible reason is that the situation of females working in China is different from those in Western society. As a consequence of state intervention and the socialism of the last six decades, the high participation rate of women is a distinct feature of the Chinese employment system (Cooke, 2005). According to Lee Cooke and Xiao (2014), the majority of women in China work full-time because women's full participation in employment was seen as fundamental to eradicate gender discrimination in the socialist society of the past (Lee Cooke & Xiao, 2014). In addition, young working couples rely on their parents to provide child care support due to the one-child policy and early retirement age (Chen, Short & Entwistle, 2000), which enables grandparents to be carers of grandchildren.

5.1.5 Age and employees' turnover intention

The participants with different age groups showed different turnover intentions in this research. Similar to the earlier studies in general (Emiroğlu et al., 2015; Carbery et al., 2003; Kim et al., 2010), the findings showed that younger employees have a higher turnover intention compared to older employees. The reason that the younger employees have a higher turnover intention can be attributed to the fact that they have different expectations and thoughts compared to older employees (Emiroğlu et al., 2015). According to Martin and Roodt (2008), the old people tend to stay in the organisation for a longer time because they are not equal to a more qualified person and have invested more in the organisation compared to younger people. Additionally, generation Y usually has higher expectations in terms of occupational safety, work-life balance and autonomy, which may be the reason for the higher turnover rate of generation Y (Lub et al., 2012).

5.1.6 Tenure and employees' turnover intention

It was also found that employees' turnover intention differs based on tenure, which is similar to the conclusions of the previous studies (Emiroğlu et al., 2015; Nadiri & Tanova, 2010). The research could conclude that employees with short tenure have a higher turnover intention than those with longer tenure. People with longer tenure having a low turnover intention may result from their high investment in the organisation and their

close relationship with colleagues (Emiroğlu et al., 2015). According to Spector (1997), the more time people spend in the organisation, the better they use their skills, the better the conditions, promotion opportunities and advancement they work under, the lower expectations they have. Additionally, the more time people spend in the organisation, they would build strong interpersonal ties by means of repeated interactions with other people, which leads to a decrease in turnover intention (Griffeth et al., 2000).

Conclusion of the findings are in 5.4 at the end of this chapter.

5.2 Limitations of this research

This research was conducted with employees working in five-star hotels in Beijing, China. During the process of the survey, three limitations of this research have been found.

The first limitation is research time. Due to time limitation, the questionnaire of this research had to be conducted on the internet and forwarded by contacts. Less time and no face-to-face interaction in this survey caused a situation where only 80 effective responses were collected compared to 297 effective responses in research done by Emiroğlu et al. (2015). Fewer respondents in this research might not accurately reflect the real situation of employees working in five-star hotels in Beijing.

The second limitation of this research is lack of academic and official resources in China. Due to the lack of English language research working in this field in China, fewer academic articles could be used as references in this dissertation. Additionally, due to the lack of official reports about numbers of employees working in five-star hotels in Beijing, an accurate number of populations in this research could not be obtained. Therefore, an estimated population has been assumed based on the information provided by contacts.

The third limitation of this research is sample bias. It can be seen from section 3.3.3, the distribution of positions in samples of this research is different to the estimated population. Although this sample bias would not cause an effect on examination of relationships between factors and employee turnover intention, but it could not accurately reflect aspects such as demographic information and average coefficient of employee turnover intention. The use of snowball sampling could have contributed to this identified bias.

5.3 Recommendations for further research

There are three recommendations for further research. Firstly, to more completely reflect the real situation, further research should invite more participants to take part and increase the percentage of respondents working as lower level staff in survey. To achieve this, physical questionnaires and face-to-face data collection could be applied in further research.

Secondly, given that sampling in this research was limited to one city in China, it would be beneficial to discover the reasons of turnover intention of hotel employees in other cities or in other ranked level hotels. Understanding the reasons behind higher turnover rate will help Chinese hospitality participants to improve the management of the human resource and reduce the employee turnover rate.

Thirdly, the respondents working as directors in the five-star hotels in Beijing showed higher turnover intention compared to the respondents working as supervisors and managers. If this situation can truly reflect the attitude of directors working in five-star hotels in Beijing, further research should explore the reasons behind this.

5.4 Conclusions to the dissertation

This dissertation was conducted to fill the gap that there was no English language writing research working on the issue of high employee turnover in five-star hotels in Beijing. This dissertation replicated the previous study done by Emiroğlu et. al (2015) and aimed to determine the relationship between the demographic factors (gender, education, marital status, age) and the employment factors (wage, position, length of tenure, year of working in the hospitality industry, working hours, work-life balance, job pressure) and the turnover intention of employees working in five-star hotels in Beijing, China.

In order to get insight in this research field, the literature review has been done. Based on the previous researches and statistic reports, it can be concluded that high employee

turnover is a critical issue in the hospitality industry. Gender differences in aspects such as working conditions, salary and career development in the hospitality industry has been proved and discussed by previous studies. In addition, gender, working hours, job pressure, age and education level as factors affecting employees' turnover intention has been proved by previous studies as well.

Although Chinese tourism and hospitality industry has a rapid growth in the last three decades (Hung, 2013a), the Chinese hospitality industry also faces the issue of high employee turnover rate. As the capital of China, Beijing is the nation's political, cultural and educational centre and has many famous tourism sites. Meanwhile, the Beijing's hospitality industry has higher employee turnover rate than average employee turnover rate in China (Wang, 2009). These situations support the significance of doing this research.

In the process of the data collection, the online software Qualtrics was used to conduct anonymous questionnaire and used as the main data collection tool in the. The online questionnaire distributing began on 3rd September and ended on 12th October. The research collected 80 effective responses from hotel staff and managers from different positions of various five-star hotels in Beijing, China. In the data analysis of the research, t-test, ANOVA and correlations coefficient have been applied to test the hypotheses and to determine the relationship between various factors and the turnover intention of employees working in five-star hotels in Beijing.

In order to clearly investigate the research question, three hypotheses have been proposed in the research and have been tested by quantitative methods and statistical analysis.

Hypothesis 1. There is a significant difference between the marital status and turnover intention in five-star hotels in Beijing, which has been proved.

Hypothesis 2. Low pay leads to employees' intention to leave their employment in five-star hotels in Beijing, which has been proved.

Hypothesis 3. Female employees have higher intention to leave than their male counterparts in five-star hotels in Beijing, which has been rejected.

The relationship between employees' turnover intention and factors have been investigated by statistical analyses in Chapter 4. It was found that there are significant differences between marital status and turnover intention, between job position and turnover intention, between wage and turnover intention, between age and turnover intention, finally between tenure and turnover intention in five-star hotels in Beijing. The results are similar with previous study done by Emiroğlu et al. (2015). The significant difference between gender and turnover was not found, which is different with previous study done by Emiroğlu et al. (2015). In addition, it was not found that gender difference in aspects of wage, position and education in five-star hotels in Beijing. Based on correlations coefficient, it was found that the reasons why employees in five-star hotels in Beijing intend to work in other industries are work-life unbalance, irregular working

hours and long working hours in five-star hotels in Beijing. Additionally, it was proved that irregular working hours in five-star hotels in Beijing cause employees' turnover intention.

Finally, the possible reason to cause the results of the findings has been discussed. The limitations of the research and recommendations for further research has been presented and explained.

Reference

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Appendix I Questionnaire

By completing this questionnaire, you agree to take part in this research.

Question 1. Are you employed in a five-star hotel in Beijing?

☐ Yes

☐ No

If participants choose No, they will not be able to access the rest of the questionnaire.

Part 1 Please click the option that best describing you.

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not sure/not applicable
I intend to resign from the current organization in the next year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am actively looking for alternative employment in hospitality industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am actively looking for alternative employment in other industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will resign from this organization at the earliest possible opportunity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that I am poorly paid compared to my colleagues with similar job of mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think I am poorly paid compared to people working in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

other industries.						
The poor pay in hospitality industry make me consider work in another industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not spend enough time with my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The irregular working hours is reason why I look for works outside of hospitality industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The long working hours is reason why I look for works outside of hospitality industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My current job is very stressful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think less opportunities for promotion are provided to me by the organisation where I am working for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The promotional process is not fair or transparent in my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 2 Demographic Questions (Please choose the option that best describing you).

Q1 Gender

- ☐ Male
- ☐ Female
- ☐ Others

Q2 What is your year of birth?

Q3 Position

- ☐ Staff
- ☐ Supervisor
- ☐ Manager
- ☐ Director
- ☐ General Manager

Q4 What department are you in?

- ☐ Conference/Banquets
- ☐ Front Office
- ☐ Engineering/Maintenance
- ☐ Executive Office
- ☐ Finance
- ☐ Food and Beverage
- ☐ Human Resources
- ☐ IT
- ☐ Housekeeping
- ☐ Sales and Marketing
- ☐ Other _____

Q5 Marital Status

- ☐ Married
- ☐ Single
- ☐ Other _____

Q6 How many children under 18 do you have?

Q7 Education Level

- ☐ Middle School
- ☐ High School
- ☐ Diploma
- ☐ Bachelor
- ☐ Master and higher

Q8 Wage per month (RMB)

- ☐ 2,000-3,999
- ☐ 4,000-5,999
- ☐ 6,000-7,999
- ☐ 8,000-11,999
- ☐ 12,000 and more

Q9 How many years have you worked in paid employment?

Q10 How many years have you worked in the hospitality industry?

Q11 How many years have you worked in current organisation?

Q12 How long have you been in your current position?

Appendix II Participant Information Sheet

Date Information Sheet Produced:

14/07/2016

Project Title

The factors that affect staff turnover in five-star hotels in Beijing.

An Invitation

Hello, my name is Zhe Wang. I am a postgraduate student of Auckland University of Technology in New Zealand. This survey is being carried out as the dissertation part of my Master's research. This survey is completely confidential. Your answer will be used for academic research only. The questionnaire should take about 10 minutes to complete. If you are willing to take part in this research, please answer all questions and submit when you have completed. If you are not interested in taking part in this research, you can simply not submit. Thank you for your help in advance for completing this questionnaire.

What is the purpose of this research?

The purpose of this research is to find out the factors affecting staff turnover in five-star hotels in Beijing.

How was I identified and why am I being invited to participate in this research?

You may receive this online questionnaire link from your colleague or friend. You can choose to accept this invitation or not. The target participants in this research are staff working in five-star hotels in Beijing. If you are staff working in a five-star hotels in Beijing, you are being invited to take part in this research. If not, please do not complete this questionnaire.

How will my privacy be protected?

Your responses will be anonymous in this research. Nobody including me can identify who you are or whether you have taken part in this research (including me and people who forwarded the questionnaire link to you). Apart from my supervisor and me, the data collected from you will not be shared with others. Hence, your privacy will be protected completely.

How do I agree to participate in this research?

You will agree to participate in this research by completing and submitting the questionnaire. Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time by simply not submitting your answers. Your responses will not be able to be identified in my dissertation.

What will happen in this research?

In the questionnaire, you will be asked demographic information (e.g. gender, age, marital status, education level, position, wage and tenure) and some questions (e.g. your perspective about job satisfaction and salary).

What are the discomforts and risks?

Some questions asking personal information may be sensitive to you, such as wages. However, you will not be asked to provide specific information; rather you will be provided a range of options to choose from. Additionally, some questions describing

working situation may make you feel uncomfortable because you may be feeling or have experienced this kind of working situation.

How will these discomforts and risks be alleviated?

If you feel uncomfortable during the survey, you can quit at any time by simply not submitting. Additionally, nobody can identify who you are or know whether you have taken part in this research.

What are the benefits?

This survey is a part of my Master's dissertation. Successful completion of this survey is beneficial for me to achieve my Master Degree. My supervisor and I will be presenting this finding at a conference and in a journal article.

What are the costs of participating in this research?

You may take about 10 minutes to complete this questionnaire.

What opportunity do I have to consider this invitation?

This questionnaire link is available from 7th August 2016 to 7th September 2016. You are welcome to take part in this research during this period of time.

Will I receive feedback on the results of this research?

Once the data collection has been completed, you can check the results of this research on my social media page (Sina Weibo: 真名王者) from 1st December 2016.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, *Monique Brocx*, monique.brocx@aut.ac.nz, 921 9999 ext 5818.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTECH, Kate O'Connor, ethics@aut.ac.nz, 921 9999 ext 6038.

Whom do I contact for further information about this research?

Please keep this Information Sheet for your future reference. You are also able to contact the research team as follows:

Researcher Contact Details:

Zhe Wang (Elmo), elmo.wangzhe@gmail.com

Project Supervisor Contact Details:

Monique Brocx, monique.brocx@aut.ac.nz

**Approved by the Auckland University of Technology Ethics Committee on 24th
August, 2016, AUTECH Reference number 16/308.**

Appendix III Covering Letter

Dear friend, or friend or colleague of a friend,

I am Wang Zhe (Elmo) and am currently studying at Auckland University of Technology in New Zealand. You have received this invitation directly from me, Elmo, or from a friend or colleague who got this invitation from me.

I am doing my Master's dissertation on the factors that affect staff turnover in five-star hotels in Beijing, China. The data will be collected on an online questionnaire that can be accessed by the link below.

This is an anonymous survey. Hence, nobody can identify who the participants are or whether you have taken part. If your boss sent this to you, they will never know whether you participated or not or know what you have said. After completing and submitting this survey, I request you forward the link you received to others who work in five-star hotel in Beijing. Thank you for your help!

Survey link:

https://aut.au1.qualtrics.com/SE/?SID=SV_81fO3SiOoE7xX0x

Best regards,

Wang Zhe (Elmo)

POSTGRADUATE

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FORM PGR18 DEPOSIT OF MASTER'S RESEARCH PROJECT IN THE AUT LIBRARY

PLEASE NOTE

- This form must be typed. Handwritten forms will not be accepted.
- The completed and signed form should be inserted as the last page of the research project PDF provided to the Library or emailed as a separate document to scholarly.common@aut.ac.nz

Student ID No	15871712	Name	Zhe Wang
Faculty	Faulty of Culture and Society	School/Dept	School of Hospitality & Tourism
Programme	Master of International Hospitality Management	Year of submission (for examination)	2017
Research Output	Dissertation	Points Value	60
Title	Factors that affect employee turnover in five-star hotels in Beijing, China		

DECLARATION

I hereby deposit a digital copy of my Master's research project with the Auckland University of Technology Library. I confirm that any changes required by the examiners have been carried out to the satisfaction of my primary supervisor.

This research project is my own work and, to the best of my knowledge and belief, it contains:

- no material previously published or written by another person (except where explicitly defined in the acknowledgements);
- no material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

CONDITIONS OF USE

From the date of deposit of this research project, the conditions of use are as follows:

1. This project may be consulted for the purposes of private study or research provided that:
 - (i) appropriate acknowledgement is made of its use;
 - (ii) my permission is obtained before any material contained in it is published.
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I have either used no substantial portions of third party copyright material, including charts, diagrams, graphs, photographs or maps, in my research project or I have obtained permission for such material to be made accessible worldwide via the Internet. If permission has not been obtained, I have asked/will ask the Library to remove the third party copyright material from the digital copy.

Student's Signature

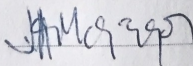


Date 28/06/2017

FACULTY RECOMMENDATION

The Faculty Postgraduate Committee recommends the above research project be deposited in the AUT University Library.

Assoc Dean's Signature



Date 28/6/2017