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Staff Turnover in Hotels: exploring the quadratic and linear relationships

Abstract

The aim of this study is to assess whether the relationship between intention to leave the job and its antecedents is quadratic or linear. To explore those relationships a theoretical model (see Figure 1) and eight hypotheses are proposed. Each linear hypothesis is followed by an alternative quadratic hypothesis. The alternative hypotheses propose that the relationship between the four antecedent constructs and intention to leave the job might not be linear, as the existing literature suggests. Findings from the analyses of 884 responses representing the staff of luxury hotels in India suggest that the effect of two antecedents i.e. job security, earnings and organisational loyalty were found to be linear. The two other antecedents i.e. organisational enthusiasm and stimulating job confirmed a quadratic relationship with intention to leave the job. Though one result suggesting that excessive salary or job security is no assurance to decrease staff turnover has been somewhat surprising. These results are unique within the context of human resource practices in the luxury hotels.

The study is distinctive with its findings based on quadratic analysis. It has implications for managers of luxury hotels that too much of a good thing may not be an assurance that employees will remain in the job. Secondly, there is little evidence in literature of similar analytical approaches within the context of luxury hotels in India or elsewhere being undertaken to assess staff turnover. In this way the outcomes have implications for both practice and theory.

Keyword:

Staff turnover, hotels, quadratic analysis, India.

1   Introduction

This study contributes to the literature of human resource practices in tourism and hospitality management examining the Pierce and Aguinis's (2013) *too-much-of-a-good-thing* effect on employees' turnover intentions in the luxury hotels. Usually good things account for an apparent good feeling associated with various aspects of organizational life. The paradox lies in the fact that, beneficial antecedents may be harmful when taken too far, raising a question - how do employees respond to increased benefits in luxury hotels? To find some convincing explanation to answer this question, the current study explores the situation in the Indian luxury hotels. Term *luxury hotels* is used in this study to exhibit 4star and 5star hotels in India as classified by the Ministry of Tourism, Government of India. Reasons to select India to initiate the study are based on the following facts:

- Rapid growth specifically in the 4star and upward category of hotels in India. Figures suggest that from 750 hotels in March 2012, growth is expected to reach 1338 by March 2017 and 2457 hotels by March 2022.
- The growth also generates a demand for trained work force and a challenge to deal with staff turnover. Current gap between demand and supply of the trained human resource for hotels is at 8.64% in luxury hotels in India.
- Current employee turnover rates are at 11-12 percent in luxury hotels and up to 20% in hotels in general.

(Ministry of Tourism of India, 2012).

Given the above scenario findings from testing of relationship between intention to leave the job and its antecedents are expected to not only help the Indian hotel industry, but also other emerging countries where hotel industry is growing such as China.

The aim of this study is to assess whether the relationship between intention to leave the job and its antecedents is quadratic or linear. To explore those relationships a theoretical model (see Figure 1) and eight hypotheses are proposed. Each linear hypothesis is followed by an alternative quadratic hypothesis. The alternative hypotheses propose that the relationship between the four antecedent constructs and intention to leave the job might not be linear, as the existing literature suggests.

This research follows a path that has been established by previous studies in the area. To support the rationale of exploring the quadratic effects of organisational enthusiasm, stimulating job, job security and earnings, and organisational loyalty on intention to leave the job in luxury hotels, we used the *too-much-of-a-good-thing* effect (Pierce and Aguinis, 2013). In this present research, we explore whether organisational enthusiasm, stimulating job, job security and earnings, and organisational loyalty will have a U-shaped relationship with intention to leave the job. This means that those relationships will have a curvilinear relationship, rather than linear. On the positive quadratic relationships, the intention to leave the job will be at its highest level when the four independent variables examined are at their lowest or highest values. The minimum value of intention to leave the job will be achieved when each of the independent

variables are at their average point. Thus, the too-much-of-a-good-thing effect would be observed.

The current study draws upon previous studies that have focused on the positive linear effects of organisational enthusiasm, stimulating job, job security and earnings, and organisational loyalty on intention to leave the job, specially the research by Mohsin, Lengler and Kumar (2013) who have investigated the linear relationship between those four antecedents and intention to leave a job. Thus, the purpose of this study is to assess whether the effect of organisational enthusiasm, job security and earnings, stimulating job, and organisational loyalty on employee's intention to leave the job is quadratic rather than linear. Our study advances the literature by testing possible alternative effects of those independent variables as antecedents on intention to leave the job.

This study is structured as follows: in the next section we present the theoretical framework along with the hypotheses development. In the following section we describe the research methodology that has been used. Subsequently, we present the results from the model calculation, discussion and implications of our study. Finally, we present the limitations of this study and possible future research avenues.

2   Literature review

Staff turnover has been a subject of research for several years in the hospitality industry. (Yang, *et al* 2012, Zhou, *et al* 2012, Wells and Peachey 2011, Slatten, *et al* 2011, Blomme *et al* 2010, Yang, 2010; Cho *et a l* 2009). Denvir and McMahon (1992) defined staff turnover as 'the movement of people into and out of employment within an organisation' (p.143). Though staff turnover is seen to be a usual phenomenon in the service industry, it has been noted to be exceptionally high in the hospitality industry for over three decades (Kennedy and Berger 1994, Woods 1992, Tanke 1990, Deery and Shaw 1999 Birdir 2002, Yang 2010, Yang *et al* 2012).

In determining the causes for staff turnover in the hospitality industry Fallon and Rutherford (2010) state that hospitality employees in one organisation ranked the most likely causes for high staff turnover as treatment by superiors, amount of work hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere, and physical demands of the job" (p. 454). Similarly Hinkin and Tracey (2000) also found in their study that bad working environment and poor supervision results in increased intention to leave the job. With specific reference to the New Zealand hotel industry, Williams *et al* (2008) found that age, low unemployment and remuneration were the key factors which led to a high staff turnover. Low pay specifically has also been noted as a significant problem in the house keeping department of the hotels (Ogbonna and Harris 2002). Linking work-life balance practices with organisational performance remains an issue influencing staff turnover (Beauregard and Henry 2009).

Staff turnover has been categorised as 'avoidable' and 'unavoidable' by Lashley (2000). Avoidable occurs when employees are dissatisfied with wages, lack of training, work place stress, relationship with management and other staff, working hours and transport difficulties. Unavoidable occurs due to retirement, illness, death, pregnancy, and leaving the area (p 115).

Implications of staff turnover include that it impacts the customer service and increases cost for the hotels in terms of recruitment, training and induction (Horner and Swarbrooke 2004). As expected new employees take time to settle in a new environment during which they usually are unable to offer effective service as they are in the learning process themselves. Loss of trained staff results in 'brain drain' which is highlighted as a significant problem by Powell and Wood (1999). Brain drain results in a decreased competitive advantage for any industry. Low quality customer service, brain drain as a result of staff turnover impacts the hotel finances as well. Emphasising the significance of this Hinkin and Tracey (2000) state that many managers are unable to understand how to deal with the impact of turnover on the bottom line. The authors provide an example that in Cascio average cost of replacing an hourly rate employee was $1,500 and for salaried staff it was $3,000 (p. 17). Lashley (2000) categorises the staff turnover cost into two categories ie direct cost and hidden cost. Direct being the advertising, interviews, orientation, training and uniforms. Hidden or indirect cost being the management time, lost staff expertise, decreased quality of service, productivity and customer satisfaction. He further augmented his study to identify four types of turnover costs ie leaving cost, replacement cost, transition cost and indirect cost (Lashley 2001). The indirect cost are more difficult to calculate unlike costs associated with training, advertising, induction etc.

Hence implications of staff turnover are multiple such as different costs associated with the staff turnover, impact on service and product quality, customer satisfaction and ultimately hotel's profit. It has also been suggested that staff turnover results in loss of productivity and it could account for more than two-third of the total turnover cost (Hinkin and Tracey 2000).

The above literature review together with a study undertaken by Mohsin, Lengler and Kumar (2013) with regard to the Indian hotel industry, prompted the current study. It investigates staff turnover to assess whether the relationship between intention to leave the job and its antecedents is quadratic rather than linear. The current study examines the relationship between the intentions to leave the job with the following constructs:

- Employees' organizational enthusiasm
- Stimulating work
- Job security and earnings
- Organizational loyalty

What impact do the above constructs have on the intention to leave the job in hotels? Using a quadratic analysis in examining this question should expand research in the hospitality field and add to theoretical knowledge based on advanced analytical techniques. The study suggests managerial implications as well.

3   Development of Research Hypotheses

The study seeks to explore whether the relationship between intention to leave the job and its antecedents is quadratic rather than linear. This research follows a path of previous studies that have been published in other business areas, such as management and marketing (Cadogan 2012, Lengler *et al* 2013). In this sense, little headway has been made in the tourism and hospitality management area and, few studies have approached the topic in this subject area. Objectively, we build up from researchers' voices who advocate that the dominant literature has focused on linear relationships that potentially neglect alternatives relationships between antecedent and criterion variables (Pierce and Aguinis, 2013). More specifically, in this study we shed light on alternative shapes of the relationships between intention to leave job and its antecedents.

In order to contribute with this discussion in the tourism and hospitality management area, we structured our hypotheses development as follows: firstly, we specify linear hypotheses between each antecedent and intention to leave the job. Secondly, to each linear hypothesis an alternative quadratic relationship is specified.

Several authors such as Hartman & Yrie (1996); Hinkin & Tracey (2000) and Hom and Griffeth (1995), Denvir and McMahon (1992) in their studies have indicated that turnover rates in the hospitality industry are comparatively higher which is partly under the control of the management. It could differ from hotel to hotel as an individual case. These authors and others such as Yang *et al* (2012), Wells and Peachey (2011), Yang (2010), Cho *et al* (2009) and Ghiselli *et al* (2001), suggest in their findings that enthusiasm at work helps build loyalty towards the organisation and influences any intentions staff might have to quit. Senior hotel managers in India in a personal discussion as part of the current research project favour a view that employees are more likely to remain with the hotel if it provides a professional working environment which increases their organisational enthusiasm. The current turnover trend in the Indian hotel industry could be as high as 20% generally in all hotels and 12% specifically in the luxury sector (Ministry of Tourism 2012). This prompts a question whether employees are less likely to leave if organisational enthusiasm is high? To test, the following hypothesis is proposed:

H1: there is a negative linear relationship between employee´s organizational enthusiasm and employee's intention to leave the job.

A fundamental dispute with the statement on H1 is that that hypothesis implies that employee's intention to leave job will always decrease as his/her enthusiasm with

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organization increases. A competing hypothesis to H1 poses that the relationship between employee's organizational enthusiasm and intention to leave job will be described by a curvilinear relationship (quadratic) rather than a linear one. The rationale behind that alternative hypothesis is based on the fact that studies have pointed out that there is a negative relationship between organizational enthusiasm and intention to leave the job (Slåtten *et al*., 2011; Liu *et al*., 2012; Josephson and Vingård, 2007). An unstable and weak labour market in hospitality industry, the expectation of promotional opportunities (Jago and Deery, 2004), workload and performance appraisal (Al-Shuaibi et al., 2014), atmosphere at work (Sypniewska, 2014), high salaries (Ghiselli et al., 2001), and improved fringe benefits (Pan, 2015) impact on workers' enthusiasm towards organisations. This supports the negative slope of the curve where departures from minimal levels of enthusiasm with the organization will represent a reduction on intention to leave job. Enthusiasm at work is frequently related to employee satisfaction (Erdogan and Bauer, 2009; Slåtten *et al*., 2011; Josephson and Vingård, 2007; Lin *et al*, 2013), although studies have indicated that an increase in the individual satisfaction at work evolve over time and accounts for little in the intention to leave the job (Slåtten *et al*., 2011; Liu *et al.*, 2012). Since organizational enthusiasm is related to employee satisfaction, it could also be argued that organizational enthusiasm may not be enough to retain workers. However, it is not only job enthusiasm that counts on a withdrawn decision. Job enthusiasm relates to the work performed and higher levels of enthusiasm happen when work life does not influence worker's social life (Yirik and Ören, 2014).

Even enthusiastic workers may decide to leave due to dissatisfaction on their social lives (Ghiselli et al., 2001). Additionally, local environment also impacts on job enthusiasm. Even if workers' job enthusiasm is increasing but their business unit is experiencing a decrease in job satisfaction, workers' likelihood of staying is decreased (Liu et al., 2012). High levels of job enthusiasm then are not related to decrease in turnover's intention (Liu et al., 2012). It also has to be considered that an increasing enthusiasm with the job performed can also result in a turnover. Workers enthusiasts with their job are consequently better performers (Fu and Deshpande, 2014). In economic booms job enthusiasm can attract attention from competitors, which might poach best workers (Belan and Chéron, 2014). In this regard even high levels of enthusiasm can also lead to turnover. There are arguments, however, that too-much-of-a-good-thing can have a reverse outcome than those related in the literature (Pierce and Aguinis, 2013). Such arguments could also be applied to this relationship. Therefore, too much organizational enthusiasm can also lead employees to leave the job. This contributes to our contention that after a certain point of organizational enthusiasm (moderate level) the intention to leave the job will be greater, explaining the positive slope of the curve. Thus,

H2_{alternative}: there is a U-shaped relationship between employee's organizational enthusiasm and intention to leave the job: employees with very low levels of organizational enthusiasm and employees with very high levels of organizational enthusiasm will present higher levels of intention to leave the job than those employees with moderate levels of organizational enthusiasm.

Jobs in the hospitality/hotel industries are usually perceived to be low skilled. Such perception coupled with poor management, lack of inspiration and no structured career become causes of negative impressions (Walmely 2004). The impact of supervisory support on job stimulation has been studied by Gentry *et al* (2007). Such findings are also supported by Poulston (2008) stating that non-management employees tend to quit more often than management employees due to a lack of stable roles and positions. Lockyer (2007) also notes this in his study "...staff turnover seems to contribute to a reduction in service quality and a sense of burnout, particularly for front-line supervisors who are constantly involved in 'fire-fighting' when their departments are staffed with inexperienced employees" (p.88). Further Slatten, Svensson and Svaeri (2011) have suggested that relationship between role clarity, empowerment and mentoring, within the industry impact the turnover intentions of the employees. Could replacing development plans with performance review impact job stimulation? (Beckert and Walsh 1991) or resolving staff conflicts makes it stimulating (Manisha 2007). What is the situation with regard to employees in the luxury hotels in India where the current turnover is 20% generally in all hotels and 12% specifically in the luxury sector (Ministry of Tourism 2012)? Following hypothesis tests the current situation, employees' perception of their job and intention to quit.

H3: There is a negative linear relationship between how stimulating employees perceive a job to be and his/her intention to leave the job

Alternative hypotheses H4 follows the same rationale presented on H2, indicating that the relationship between perception of job as stimulating and intention to leave job is curvilinear rather than linear. A job perceived as stimulating by an employee depends on the qualification he/she has to perform such a job, empowerment and autonomy (Erdogan and Bauer, 2009). The perception of a job being stimulating can also be linked to the sector instead of the job itself. In this case, employability within the sector becomes an important variable (Blomme *et al*., 2010). The hospitality industry is known for employing low-skills workers, for not having career and develop program, for not investing on training and for not focusing on long-term commitment (Choi *et al*., 2000; McPhail and Fisher, 2008; Iverson and Deery, 1997).The stimulation behind the job can cease within a short period of time, increasing the high level of turnover found in the industry (Blomme *et al*., 2010; Choi *et al*., 2000). In this regard there is a positive relationship between how much a job is perceive to be stimulating and the intention to leave the job (Erdogan and Bauer, 2009; Verhaest and Omey, 2006). Since there is no investment on developing workers and promotional opportunity (Chand and Katou, 2007; Iverson and Deery, 1997), stimulation with the job is not a fact for workers' retention. This argument explains the negative slope of the curve where departures from minimal levels of stimulation will have a positive impact on intention to leave the job. On the other hand, considering the turnover culture on the hospitality industry (Iverson and Deery, 1997) an investment on training and internal promotion which influences how a job is stimulating (Chand and Katou, 2007; Iverson

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and Deery, 1997) would qualify the workforce. In this case, during economic expansion the increase competition in the industry and within sectors and consequently increased employability will result in employees changing industry and jobs (Blomme *et al.*, 2010; Laine *et al.*, 2009). Following the arguments that too-much-of-a-good-thing can have a reverse outcome (Pierce and Aguinis, 2013) a high level of stimulation can also impact on high turnover. By investing in training, workers are been stimulated. Their learning however can be applied to other places within the industry and even in other industries. There is a known culture of turnover in the hospitality industry (Iverson and Deery, 1997) which may influence even workers stimulated at their job to find new stimulating challenges where they can apply new skills developed in previous job. Even more so considering the lack of recognition and social appreciation found in the hospitality industry (Chand and Katou, 2007). Additionally, studies to date have linked economic downturn to positive impressions (Hom et al., 1992) but have not considered economic boom. The investment on training increases productivity in future jobs and consequently leads to poaching even more in economic booms (Belan and Chéron, 2014). Further, Combes and Durabnton (2006) indicate a social benefit for workers' mobility across firms. Those arguments help explaining the positive slope of the curve. The increase in stimulation would then impact on higher levels of turnover. We test a curvilinear relationship where low stimulation and high stimulation increases intention to voluntarily leave the job.

H4~alternative~: there is a U-shaped relationship between employee's perception of a job to be stimulating and his/her intention to leave the job: employees with very low levels of perception of a job to be stimulation and employees with very high levels of perception of a job to be stimulating will have more intentions to leave job than those workers who have moderate perception of their jobs to be stimulating.

Lack of career progression, low wages, low job security and low skills were identified as reasons of high turnover in the hospitality industry by Iverson and Deery in 1997. Pizam and Thornburg (2000) state in their findings pay and benefits amongst the most important factors affecting staff turnover. Horner and Swarbrooke (2004) also state low pay as an important factor leading to job insecurity in the hotels. Hence, low pay or low remuneration continues impacting staff turnover in different parts of the world as indicated by the above studies and studies conducted by other authors which include Ohlin and West (1993), Pizam and Ellis (1999), Williams *et al* (2008), Obbonna and Harris (2002), Dickinson and Perry (2002, Chalkiti and Sigala (2010), Yang *et al* (2012). Considering these findings and the current turnover trend in the Indian hotel industry as high as 20% generally in all hotels and 12% specifically in the luxury sector (Ministry of Tourism 2012), the following hypothesis is proposed to test the responses related to job security and pay within the Indian luxury hotels context:

H5: There is negative linear relationship between job security and earnings and employee's intention to leave the job

The literature has established a negative linear relationship between earnings and job security and intention to leave the job. Low satisfaction with payment or job security increases turnover intent (Laine *et al*., 2009; Motowidlo, 1983; Vandenberghe and Tremblay, 2008; Iverson and Deery, 1997; Blomme *et al*., 2010). As stated before low pay is an important predictor to job security in the hotel industry (Horner and Swarbrooke, 2004). This argument supports our argument that at very low levels of security and earnings workers express the intention to leave the job. Job security is important in countries where unemployment is high (Katou and Budhwar, 2007). When security and earnings are increased workers express less intention to leave the job. This is represented by the downslope of the U-shaped curve of the quadratic relationship between job security and earnings and worker's intention to leave job. Following the too-much-of-a-good-thing approach (Pierce and Aguinis, 2013), job security and earnings may be positive up to a point. After that, increases in job security or earnings do not bring additional value and actually would lead to a higher level of turnover intention. Such a relationship is supported by Taris and Feij's study (2001), who have found that excessive amounts of salary or job security stimulate workers to leave the hotel. Their study supports our positive slope of the curve, where high levels of earnings and security would lead to a higher intention to leave the job. In addition, Chand and Katou (2007) have found that besides a good pay system Indian workers in Hotel industry expect social appreciation and recognition. Equity payment among workers and internal promotion as providing security in the organisation are also important in reducing the intention of leaving the job (Katou and Budhwar, 2007). For this reason it is simplistic to establish only a linear relationship between earnings and job security and intentions to leave the job. Since social recognition, as being part of earnings (Chand and Katou, 2007) and equity on pay (Katou and Budhwar, 2007) have an important influence over employees, high levels of earning and security can also impact on high turnover if there is not social appreciation and recognition. Building from those arguments we test whether earnings and job security have a curvilinear effect in the employees' intention to leave the job in the hospitality industry. Thus, we propose our hypothesis H6$_{alternative}$:

H6$_{alternative}$: there is a U-shaped relationship between job security and earnings and employee's intention to leave the job: employees who perceive their jobs as being not secure and their earnings are low and employees who perceive their jobs as being very secure and their earnings are high will have more intention to leave job than those workers who perceive their jobs as being moderately secure and their earnings are considered moderate.

Organisational loyalty is observed to increase with a perception which communicates to the employees that this organisation values long term commitment from its employees. Management also need to obtain and address concerns the employees might have (Lichtenstein *et al* 2004). Such an approach develops satisfaction amongst the employees and generates loyalty towards the organisation. Employees' loyalty is expected to increase if they realise that the organisation is willing

to spend time and money for their cause. Such views have been supported by several studies for example Redford (2005); Birdir (2002); Stalcup and Pearson (2001); Choi, Woods and Murrmann (2000); Teare and O'Hern (2000); Deery and Shaw (1999) and Yang *et al* (2012). What is the impact of organisational loyalty on employees' intentions to quit? The following hypothesis tests the question from the perspective of employees in luxury hotels in India where currently the turnover is as high as 20% in all hotels and 12% specifically in the luxury sector (Ministry of Tourism 2012):

H7: there is a negative linear relationship between employee's organisational loyalty and his/her intention to leave the job.

Literature has demonstrated that loyalty is negatively related to turnover intention (Shuck *et al*., 2011; Bhatnagar, 2012). Individuals that are more engaged are likely to be more loyal to the organization and high levels of loyalty lead to increased job satisfaction, higher performance, lower levels of absenteeism and, finally, turnover (Bhatnagar, 2012). Studies have only evidenced a linear relationship between turnover and loyalty, although aspects such as loyalty itself has weak power in avoiding turnover (Halbesleben and Wheeler, 2008; Bhatnagar, 2012). Other aspects such as payment and career management are more influential in the turnover intention than loyalty (Juhdi *et al*., 2013). On the other hand the industry does not focus on long-term relationship (McPhail and Fisher, 2008), which impact on building workers' loyalty to the organization. Guillon and Cezanne (2014) have observed that over investment in creating employee loyalty might lead to high turnover. Loyalty to organisation may become dysfunctional, even more so when workers' loyalty to the organization is not reciprocated (Guillon and Cezanne, 2014). High levels of loyalty are not enough in retaining employees working in a turnover culture environment (Liu et al., 2012; Iverson and Deery, 1997) Then, knowing that high levels of loyalty are not enough to avoid turnover as well as may become dysfunctional in an organisation, a quadratic relationship could be explored, where higher levels of loyalty may also increase worker's' intention of turnover. Thus, we propose our eighth hypothesis:

H8 alternative: There is a U-shaped relationship between organizational loyalty and intention to leave the job: employees with very low level of organizational loyalty and employees with very high level of organizational loyalty will have more intention to leave job than those workers who have moderate level of organizational loyalty.

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Insert Figure 1 about here

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4 Research Methodology

4.1 Sample and Data Collection Procedure

A sample of 884 respondents was accumulated from the 4star and upward category of hotels termed as luxury hotels for the purpose of this study. These hotels are located in metropolitan cities of India e.g. Delhi, Mumbai and Chennai. Luxury hotels were selected as a sample for the study due to their current growth rate. Figures suggest that from 750 hotels in March 2012, growth is expected to reach 1338 by March 2017 and 2457 hotels by March 2022 (Ministry of Tourism of India, 2012). At present there are 27 such luxury hotels in the National Capital Territory with majority being in Delhi, 42 in the State of Maharashtra with majority being in Mumbai and 16 in Tamil Nadu with majority being in Chennai (Ministry of Tourism of India, 2013). All 85 hotels' management were approached to participate in the research project, however only 75 hotels' management agreed. Those who agreed had a condition that neither participant nor the hotel's name will be identified. It was strictly followed to ensure participation and a well distributed sample. Though most hotels had more than 125 staff, intentionally to get a good distributed sample of the population, on an average only 125 questionnaires were provided to each hotel. This was also seen to motivate participation and resulted in accumulation of 884 usable total responses. Sample characteristics are provided in Appendix A.

Particular attention was paid to the identification and selection of the most appropriate person in each firm to participate in the study. We used the approach suggested by Huber and Power (1985), using a single key informant, with a view to minimising the potential for systematic and random sources of error.

4.2 Development of Measures

Measures which lead to development of our constructs were drawn from the current literature as stated below.
- Employees' organizational enthusiasm. Measures for this construct were adapted from the studies done by Denvir and McMahon (1992), Kim (1998), Yang, (2010), Cho *et al* (2009).
- Stimulating work. Role clarity, stimulating/unstimulating work measures were adapted from the studies done by Leidner (1993), Walmeley (2004), Poulston (2008), Slatten *et al* (2011).
- Job security and earnings. Job security, earnings and additional benefits measures were adapted from Firth *et al* (2004), Pizam and Thornburg (2000), Chalkiti and Sigala (2010), Hinkin and Tracey (2000), Williams *et al* (2008), Horner and Swarbrooke (2004).

- Organizational loyalty. Measures for oorganisational loyalty were adapted from Redford (2005), Birdir (2002) Deery and Shaw (1999), Kalliath and Beck (2001), Silva (2006).

Suggestions were taken from senior hotel managers in India which helped develop measures to assess intentions to change present job and looking for something better paid.

Measures were then refined through interviews with experts in the hospitality/hotel management area who are capable of understanding the nature of the concept being measured, i.e. employees and managers of luxury hotels. The questionnaire was therefore given to a pre-test sample of fifteen luxury hotel employees. The survey was revised based on their feedback.

In addition to the variables specified in our model, we included the level of education, age and position of the participants as control variables.

4.3 Assessment of non-response bias.

We tested for differences between early and late respondents following the procedures proposed by (Armstrong and Overton, 1977). Early respondents were categorised as those first 75 percent of respondents who returned their questionnaires (Weiss and Heide 1993). Following the same approach we categorised as late respondents those 25 percent who returned their questionnaires after that first batch. They would also represent individuals who did not respond to the survey. Using a *t*-test, early and late respondents were compared on all the variables and no significant differences were found (at the conventional 0.05 level); this suggests that non-response bias was not an issue. Moreover, since anonymity was guaranteed, bias associated with those who did not wish to respond for confidentiality reasons was also reduced (Bialaszewski and Giallourakis, 1985).

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Insert Table 1 about here

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4.4 Model Equation

Based on the purpose of the present study, the model equation for the endogenous construct Intention to Leave Job is specified as follows:

Intention to Leave Job$= \gamma_1$ Organisational Enthusiasm $+ \gamma_2$ Organisational Enthusiasm$^2 + \gamma_3$ Stimulating Work $+ \gamma^4$ Stimulating

$$\text{Work}^2 + \gamma^5 \text{ Job Security and Earnings} + \gamma^6 \text{ Job Security and Earnings}^2 + \gamma^7 \text{ Organizational Loyalty} + \gamma^8 \text{ Organizational Loyalty}^2 + \delta_1$$

On the above equation γ_i represents the regression coefficients of intention to leave job and the δ_1 is the residual variance.

As we expect a positive curvilinear relationship between intention to leave job and all its quadratic antecedents (hypotheses H2, H4, H6, and H8), four quadratic terms were specified in the equation by squaring the Organisational Enthusiasm, Stimulating work, Organisational loyalty and Job security and earnings variables. It should be mentioned that the quadratic relationships must be expressed with a linear and a quadratic term, that is, $Y = \alpha_1 X + \alpha_2 X^2$, or uniquely with the quadratic term, that is, $Y = \alpha_2 X^2$. The latter equation would represent the case went the linear component ($\alpha_1 X$) is not significant.

Our model equation provides grounds for accepting or rejecting the research hypotheses. On the results analysis, support for linear relationship between organisational enthusiasm and intention to leave job (H1) is obtained if γ_1 is negative and significant and H2$_{alternative}$ is rejected. Support for H2$_{alternative}$ is obtained if γ_2 is positive and significant. The same rationale is applied to all other hypotheses. The alternative hypotheses H4, H6 and H8 will be accepted if $\gamma^4, \gamma^6, \gamma^8$ are positive and significant, respectively.

4.5 Model estimation

To test our hypotheses and the structural relationships we applied Partial Least Squares Path Modelling (PLS-PM; Lohmöller, 1989; Wold, 1982; Wold, 1985). SmartPLS 2.0 statistical software was used to estimate the model parameters (Ringle *et al* ., 2005). Bagozzi and Yi (1994) advocate that PLS-PM is useful for handling samples with non-normal data, small sample sizes, non-convergency issues and very complex models where too many parameters are present. Complex models tested using structural equation modelling usually present non-convergent results. Despite of its large sample we decided to use PLS-PM because of the complexity of the model tested. Such complexity is reflected by the number of parameters and the fact that four constructs have been estimated by squaring their original latent constructs.

We applied the nonparametric bootstrap procedure (Efron and Tibshirani, 1993) was used to create 1000 bootstrap samples to provide the mean values and standard errors of path coefficients, and consequently the significance of a Student's t-test of structural relationships.

We used Ping´s (1995) estimation technique to calculate the quadratic effects proposed in the model. Quadratic effects of organisational enthusiasm, stimulating work, job security and earnings, and organisational loyalty were obtained by using a single indicator created by squaring the standardized scores of the original latent variables in a previous model estimated without quadratic terms.

5. Analysis and Results

5.1 Reliability and Validity

We followed Barclay *et al.*'s (1995) two-step procedure to assess our model. In the first stage we assessed the measurement model and then, in the second stage, the structural model was evaluated. By initially assessing the measurement model researchers can ensure that the measures that have been used are valid and reliable. Subsequentially, they turn their attention to the theoretical relationships established in the model (Anderson and Gerbing 1988; Anderson and Gerbing 1982; Fornell and Larcker 1981 Bollen 1989,). An overview of the quality assessment measures applied to the measurement model is presented in Table 1.The structural model is assessed in the subsequent section.

We assessed content validity through the literature review and by consulting experienced managers in the area. Based on these two procedures, we concluded that the measures we used in the questionnaire had content validity.

Convergent validity is confirmed by the large and significant standardised loadings ($t>1.96$, $p<.05$) of the items on the respective constructs (Byrne, 2001). We also examined the discriminant validity of the latent constructs by comparing the diagonal formed by the square root of the Average Variance Extracted (AVE) and the correlation estimates of all pairs of constructs. Since all values placed on the diagonal presented on Table 2 were larger than the off-diagonal estimates representing the correlations between any two latent constructs in the model, we can argue that each construct in the model is unique and distinct from each other (Fornell and Larcker, 1981).

Regarding internal consistency, we also calculated Cronbach's alpha coefficients for each construct (Cronbach, 1951). The lowest alpha obtained was 0.60 (Job Security and Earnings), revealing that our constructs present internal consistency. During the data cleansing procedure items which factor loadings were lower than 0.4 (cf. Pritchard *et al*, 1999) were dropped from further analysis. We ended up with 21 items after the purification process. Additionally, items whose deletion significantly increased the coefficient alpha were also excluded from further analysis. Following these steps, one item from the professional and organisational enthusiasm was dropped from further analysis. As a result, all our measures became unidimensional and showed accepted reliability levels with coefficient alphas all equal to or above 0.60.

Regarding the reliability of the constructs, average variance extracted (AVE) and composite reliability values are clearly placed well above the recommended threshold for all latent constructs. AVE values higher than 0.5 indicate that on average a particular construct is able to explain more than half of the variance of its measures (Henseler *et al.* 2009). The lowest AVE value is 0.53 (Stimulating work). All AVE values fell above the cut-off point established by the literature for this measure. Composite reliability values ranged from 0.81 (Job Security and Earnings) to 0.92 (Organisational Loyalty), well above the threshold of 0.6 recommended by the literature (Bagozzi and Yi, 1988; Henseler *et al*., 2009). Thus, we can conclude that convergent validity and reliability are verified.

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Insert Table 2 about here

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5.2 Results of Structural Model and Hypotheses Testing

The main criterion to assess the structural model using Partial Least Square Path Modelling is the coefficient of determination (R^2) of the endogenous constructs (Henseler *et al* . 2009). The R^2 value of 0.222 for the endogenous variable *intention to leave job* is considered substantial (Chin 1998), meaning that 22.2% of variance of this construct is explained by the other constructs in the model. This R^2 value is higher than the threshold of 10% established in literature (Falk and Miller 1992). In addition to analyzing the R^2 values of the endogenous constructs, (Tenenhaus *et al* . 2005) we also assessed the overall Goodness-of-Fit (GoF) measure: the geometric mean of the average communality and the average R^2. The GoF represents an index for validating the PLS model (Guenzi and Georges 2010; Tenenhaus *et al* . 2005). GoF ranges from 0 (no fit) to 1 (perfect fit). The GoF index for our model is 0.86, which the literature considers to be a good level (Ringle 2006).

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Insert Table 3 about here

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The relationship between organisational enthusiasm and employee's intention to leave the job specified on hypothesis **H1** is negative. Our study provides support for this hypothesis in the case γ_1 is negative and significant and γ2 is rejected. **H2$_{alternative}$**, on its turn, is accepted if γ_2 is significant and positive. Table 3 indicates that our **H1** has been rejected since the path coefficient is significant (-0.133; $p < 0.05$), but the path coefficient γ2 was also significant and negative (-0.165; $p < 0.01$). The results for hypotheses **H2**, combined with the results for path coefficient of **H1**, indicate that the relationship between organisational enthusiasm is quadratic and negative rather than linear. Thus, **H2** is also rejected. These results reveal that at very low and very high levels of organisational enthusiasm employees will show a very low intention to leave the job. As shown on Figure 2, at mid-levels of organisational enthusiasm the intention to leave the job increases. These results reveal that the relationship between organisational enthusiasm and intention to leave job is represented by an inverted U-shaped curve (see Figure 2). Employee's intention to leave job reaches its highest point when he/she develop average levels of professional and organisational enthusiasm. This situation can be observed on Figure 2 since at very low and very high levels of organisational enthusiasm the intention to quit will be lower than the average point. These two conditions are represented by the extreme sides of the curve. Although **H1** and **H2$_{alternative}$** hypotheses have been rejected, the results point out a different perspective where the lack of enthusiasm and too much enthusiasm towards the organisation may represent less intention to quit.

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Insert Figure 2 about here

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We found that the employee's perception of job stimulation had a positive quadratic impact on intention to leave the job, supporting **H4$_{alternative}$** and rejecting **H3**. The rationale for supporting **H4$_{alternative}$** is that the coefficient γ^4, that represents the quadratic relationship, was found positive and significant (0.068; $p < 0.10$). The path coefficient γ^3 was also significant, but taking **H3** and **H4$_{alternative}$** results together, our data suggest that employee's perception of job stimulation has a positive curvilinear effect on intention to leave the job. This indicates that when employees perceive job as being very unstimulating and highly stimulating, they will manifest a high intention to leave the job (see Figure 3). At medium levels of stimulation, the intention to leave the job will be on its minimum value.

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Insert Figure 3 about here

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H5 proposed a negative linear relationship between job security and earnings and employee's intention to leave the job. To be accepted, γ^5 coefficient should have

been significant and negative, and **H6$_{\text{alternative}}$**, represented by coefficient γ^6, should have been rejected. However, our results reveal that the relationship between security and earnings and intention to leave the job is positive and linear, rather than negative. Thus, our data do not render support neither to **H5** (0.131; $p< 0.05$) or to **H6$_{\text{alternative}}$** (0.027; $p > 0.10$), since the latter path coefficient was found not significant. These surprising results are shown in Figure 4, and reveal that as perception of job security and earnings are higher, employees manifest a greater intention to leave the job.

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Insert Figure 4 about here

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Regarding the relationship between organisational loyalty and intention to leave the job, our data provide support for **H7** (-0.120; $p<0.05$) and reject **H8$_{\text{alternative}}$**, revealing a negative linear relationship between the two constructs. **H8$_{\text{alternative}}$** was rejected because γ^8, the parameter that represents the quadratic relationship between organisational loyalty and intention to leave the job was found not significant (-0.024; $p> 0.10$). These results combined indicate that at very low levels of organisational loyalty the intention to the job is high. As organisational loyalty increases, the intention to leave the job decreases, as shown in Figure 5.

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Insert Figure 5 about here

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We tested whether the effects of four antecedents on intention to leave the job were linear or quadratic. We specified eight parameters in our model: four linear relationships and their respective quadratic effects. The effect of two antecedents on intention to leave job were confirmed as linear (job security and earnings – **H5**- and organisational loyalty – **H7**). One of the linear results (H5) contradicts our expectations as it reflected a positive relationship rather than a negative one.

Two other antecedents were found having quadratic, rather than linear relationships with intention to leave the job (organisational enthusiasm –**H2$_{\text{alternative}}$** - and stimulating job – **H4$_{\text{alternative}}$**). The quadratic term of organisational enthusiasm had been hypothesised as positively associated with intention to leave the job, but the results reveal that that relationship is negative, though.

The control variables age, position and level of education tested in the model, were not significant as shown in the final model (see Figure 6).

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6 Discussion and Managerial Implications

Although the linear effects of staff turnover on employee's intention to leave the job have been studied by a considerable stream of researchers (e.g. Mohsin *et al*, 2013; Yang, *et al* 2012, Zhou, *et al* 2012, Wells and Peachey 2011, Slatten, *et al* 2011, Blomme *et al* 2010, Yang, 2010; Cho *et al* 2009), the alternative relationships between those antecedents and intention to leave the job are still scant. The rationale behind our argument is that increasing investments on beneficial antecedents would be harmful for employee's intention to leave the job. This apparent paradox was coined by Pierce and Aguinis (2013) as the *too-much-of a-good-thing* effect. Particularly in the present study, we assess whether the relationship between organisational enthusiasm, stimulating work, security and earnings, and organisational loyalty have a curvilinear relationship rather than linear. By considering those relationships as being quadratic rather than linear, we also consider that companies may risk losing workers if increasing antecedents that been considered beneficial to reduce employee's intention to leave the job. We build upon the previous study of Mohsin *et al* (2013) in which we have found mixed results regarding the linear effects between organisational aspects and worker's intention to the leave the job.

The results of **H1** and **H2** indicate that relationship between organisational enthusiasm and intention to leave the job is quadratic and negative rather than linear. The relationship is represented by an inverted U-shaped curve reflecting that employee's intention to leave the job reaches its highest point when he/she develops average level of professional and organisational enthusiasm (see Figure 3). This notion is supported by Yang *et al* (2012), Wells and Peachey (2011), Yang (2010) and Cho *et al* (2009), who suggest in their findings that enthusiasm at work helps build loyalty towards the organisation and influences any intentions staff might have to quit.

Results of the **H3** and **H4** indicate that the relationship between the perception of a job stimulation and intention to leave the job was found positive quadratic (u-shaped) rather than linear. This means that at very low and very high levels of job stimulation employees will show a high intention to leave the job. When employees perceive the job as being very unstimulating, they present a high intention to leave the job (see Figure 4). This has been shown by previous studies such as Walmeley (2004), Poulston (2008), Slatten *et al* (2011). The authors suggest that stimulating work with role clarity, empowerment and appropriate mentoring has a negative impact on employee turnover. The negative slope of the U-shaped curve can be explained by increases of perception of

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the job as being stimulating. This means that as workers perceive their jobs as being more stimulating they will reduce their intention to leave the job which has also been suggested in the findings of Firth *et al* (2004), Halbesleben *et al* (2014), Shuck (2011). This positive effect of perception of stimulation on intention to leave the job will remain beneficial up to the sweet point, where the result of the relationship between the two variables is optimal. Most of the studies have argued that relationship between job stimulation and intention to leave the job is negative, as described here.

However, any departures from this optimal point in terms of increases on the job stimulation will have detrimental effects on the intention to leave the job. Our results demonstrate that after the optimal point described before, any increases on job stimulation will have detrimental effects on intention to leave the job, meaning that workers will manifest more intention to quit if the stimulation on job grows. This can be verified on the positive slope on the Figure 4 where increments on job stimulation will lead to higher levels of intention to quit the job. This phenomenon can be explained by the observation that younger employee in luxury hotels could leave the job soon as they find that the job may be stimulating but not challenging enough. There is as such no direct evidence of this quadratic relationship being explored within the context of luxury hotels, although Mohsin *et al* (2013) find this relationship positive and linear.

A negative linear relationship between pay satisfaction, job security and intention to leave the job has been widely reported in the literature (Laine *et al*, 2009; Motowidlo, 1983; Vandenberghe and Tremblay, 2008; Iverson and Deery, 1997; Blomme *et al* 2010). The **H5** and **H6** results in the current study suggest that as perception of job security and earnings increase, employees demonstrate an increase in intention to leave the job. This is somewhat surprising and could be related more to job embeddedness and work engagement as suggested by Halbesleben *et al* (2008). According to the author job embeddedness captures components of an individual's attachment to their job, it could consist of links, perceptions of person-environment fit and the sacrifices individual has to make to quit the job. Work engagement is a positive, fulfilling state of mind commonly characterized by vigour, dedication and absorption. The findings of Halbesleben *et al* (2008) suggest that embeddedness shared unique variance with turnover intention and engagement did not. What could be concluded is that job security and earnings perhaps do not impact the employee intention to leave the job in luxury hotels as might be his/her work engagement, sacrifices one has to make to leave the job or links the employee might have at the work place. There is a general limitation of research on the link between pay satisfaction and intended behaviour to leave the job (Vandenberghe and Tremblay 2008). An informal general discussion with some hotel managers suggests that employees, who find that the job is not challenging enough and they would like to demonstrate their potential through performance, lose interest and are more likely to quit even if the job is secure. This could be compared to a general observation that a well-paid professor who does not find the job challenging is very likely to quit. This interesting and intriguing result also warrants that more research in the field should be undertaken.

Loyalty towards organisation seems to increase amongst employees when they find that organisation is willing to spend money and time for their cause. Several studies have supported this view for example Redford (2005); Birdir (2002); Stalcup and Pearson (2001); Choi, Woods and Murrmann (2000); Teare and O'Hern (2000); Deery and Shaw (1999) and Yang *et al* (2012). Results of H7 and H8 indicate that at a very low level of organisational loyalty the intention to leave the job is high, hence, as organisational loyalty increases, the intention to leave the job decreases (Figure 5). These findings are also supported by the work of Shuck *et al* (2011) and Bhatnagar (2012). Employees who are more engaged with their work are more likely to be loyal towards their organisation.

Overall four antecedents related to staff turnover in luxury hotels were tested. The effect of two antecedents i.e. job security, earnings and organisational loyalty were found to be linear. Though one result suggesting that excessive salary or job security is no assurance to decrease staff turnover has been somewhat surprising. Within the context of luxury hotels in India it could be linked to the sample's age characteristic, as most respondents were young they might be keen towards longer career management than current salary or job security. Informal discussions with some senior managers reveal that current growth in the luxury hotel sector of India has added to the employment opportunities which has impacted the staff turnover in the sector. Secondly, other sectors such as retail, call centres in India have attracted the hotel management graduates based on the skills they learn and develop in customer relations and services operations, has also given an opportunity for both increased salary and long term career management. This is observed generally and is also the view of senior hotel managers in India. The two other antecedents i.e. organisational enthusiasm and stimulating job confirmed a quadratic relationship with intention to leave the job. These results are unique within the context of human resource practices in the luxury hotels.

So what is the significance of this study?

Will they stay or will they go? A question raised by the Cardy and Lengnick-Hall (2011) explores customer-oriented approach to employee retention, authors suggest further research with diverse approaches to continue. Lashley (2001) and Withiam (2007) studied costs associated with staff turnover, Choi (2006) studied a structural relationship analysis of hotel employees' turnover intention, Scroggins (2008) examined the employees fit perception and retention, William *et al* (2008) used exit interviews to assess turnover, Moncarz *et al* (2009) explored organisational practices of the US lodging industry on staff turnover, and in short staff turnover remains an issue which continues to challenge research.

Considering the growth in the hotel industry in India (Ministry of Tourism 2012) and elsewhere, this research contributes to the tourism and hospitality management in different ways. Firstly, to the best of our knowledge it is first time the quadratic analysis has been developed and applied in the area of hotel management within the context of

the Indian hotel industry. In general quadratic analysis within the hotel industry is scant. This advances the effects of antecedents on intention to leave the job. This has particular contribution to the field since it sheds light on alternative relationships between the effects of organisational enthusiasm, stimulating work, organisational loyalty and job security and earnings on intention to leave the job. Hitherto, those relationships had been categorised as linear ones, meaning that, the higher the criterion variable (independent variables), the lower or higher the dependent variables, indicating a positive or negative linear effect. Our study advances that knowledge proposing that those relationships might be quadratic rather than the linear ones presented by the literature. This means that the contribution of a particular variable in the constitution of intention to leave the job might be different than the one that has been claimed by the extant literature. Secondly, our study contributes to managers operating in the area. Because the aforementioned relationships were considered linear, in order to reduce workers' intention to leave the job, a manager would make increasing investments to develop a stimulation in job or create an organisational environment where workers would be enthusiasts. However, our study contributes to managers showing that those relationships are represented by a U-shaped curve, and not a linear one. This means that managers must be aware that the relationship between organisational enthusiasm and stimulation job and intention to leave the job are optimal at particular levels. Managers operating in the area must, then, continuously monitor the results of investing in both actions (organisational enthusiasm and creating a stimulation in job) since their effects on intention to leave the job will be optimal under certain circumstances.

Further, the findings of the current study are unique in relation to hotel/hospitality management as an outcome of quadratic analysis informing the managers that too much of a good thing may not be an assurance that employees will remain in the job. This has significance generally, and specifically for practitioners as well as literature relevant to hotel/hospitality management. The implications suggest that the management can do all the good things to keep the staff, it may not work. Hence over investment in any one strategy may not be the answer, what is important is to invest overall in the workforce.

Limitations
Like any other research this study is also not without limitations. However, the limitations within this study are challenging as it involves undertaking research in an area and a country where such process is just getting introduced. It is however expected that confidence in research in the Indian hotel industry will grow as the process progresses. This limitation in a way also gives strength to the current study. Other limitations include subjectivity of responses and data collection process which had to be done through the HR Department of the hotels. It is suggested that the findings of the current study may not be generalised beyond of its research setting. To test the generalisability of our findings it would be advisable that future researches replicate our study in other settings, including other countries and tourism and hospitality services. Another possible limitation lies in the fact that this study employs a cross-sectional research design. This type of research design cannot fully capture the dynamic aspects

incorporated in the conceptual model. This particular limitation indicates the need for more research in the area, especially the ones utilising longitudinal data, which may offer interesting insights on these relationships over the time.

Finally, our results uncovered interesting and surprising relationships between intention to leave the job and its antecedents when examining the quadratic relationships. Although we provided sufficient explanation for the revealed relationships, any definitive conclusions should be avoided before more studies in the field are undertaken.

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Appendix A

Sample Characteristics

| Employee Characteristic	Frequency (n)	%
Age		
Below 20 years of age	67	7,6
21 – 30 years	550	62,2
31 – 40 years	43	4,9
41 – 50 years	163	18,4
51 – 60 years	51	5,8
Above 60 years	10	1,1
Total	**884**	**100**
Gender		
Male	694	78,5
Female	190	21,5
Total	**884**	**100**
Education Level		
School leaving certificate	73	8,3
Diploma	299	33,8
Bachelor Degree	96	10,9
Master	334	37,8
Others	82	9,3
Total	**884**	**100**
Monthly Income (Indian Rupees)		
10,000 – 20,000	597	67,5
20,001 – 30,000	193	21,8
30,001 – 50,000	71	8,0
50,001 and above	23	2,6
Total	**884**	**100**

Figure 1

Theoretical Model
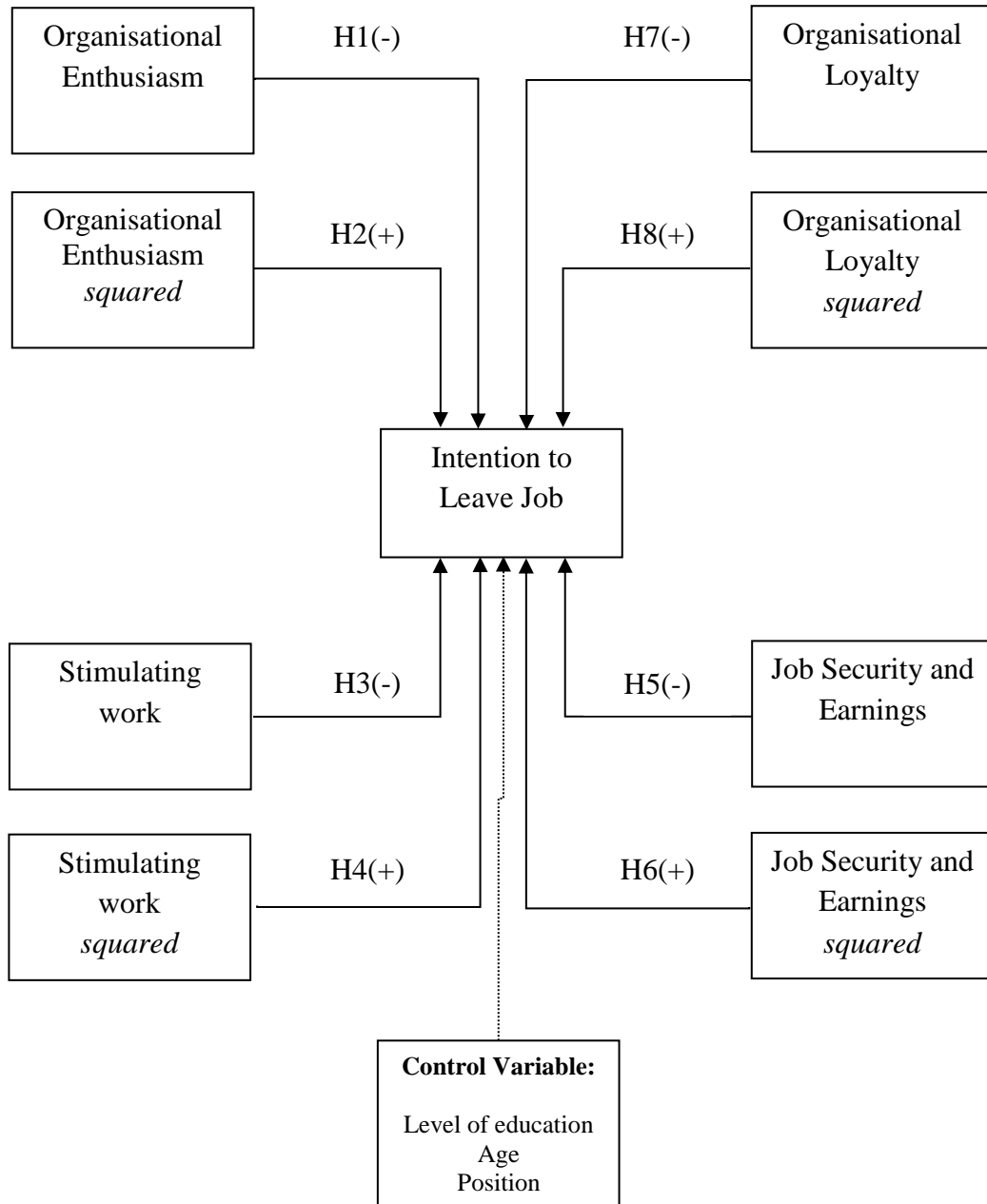
Figure 2

The Curvilinear relationship between organizational enthusiasm and intention to leave job (H1 and H2$_{alternative}$)
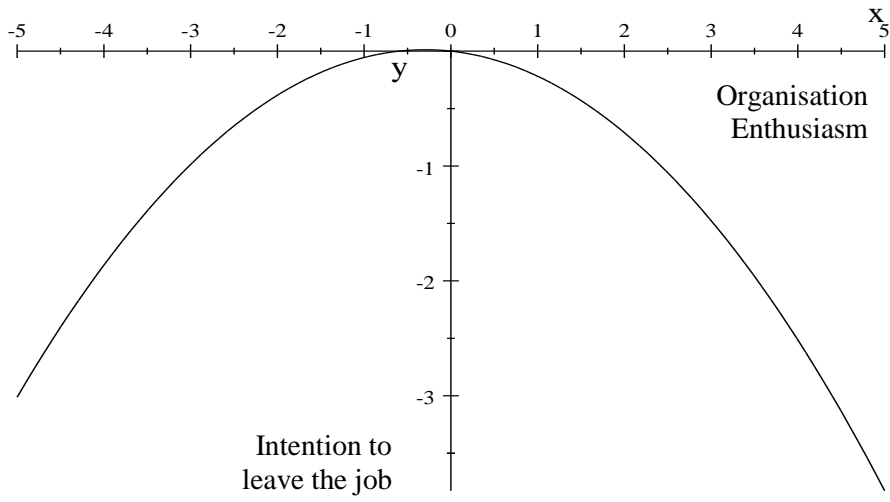
Figure 3

The Curvilinear relationship between stimulating job and intention to leave job
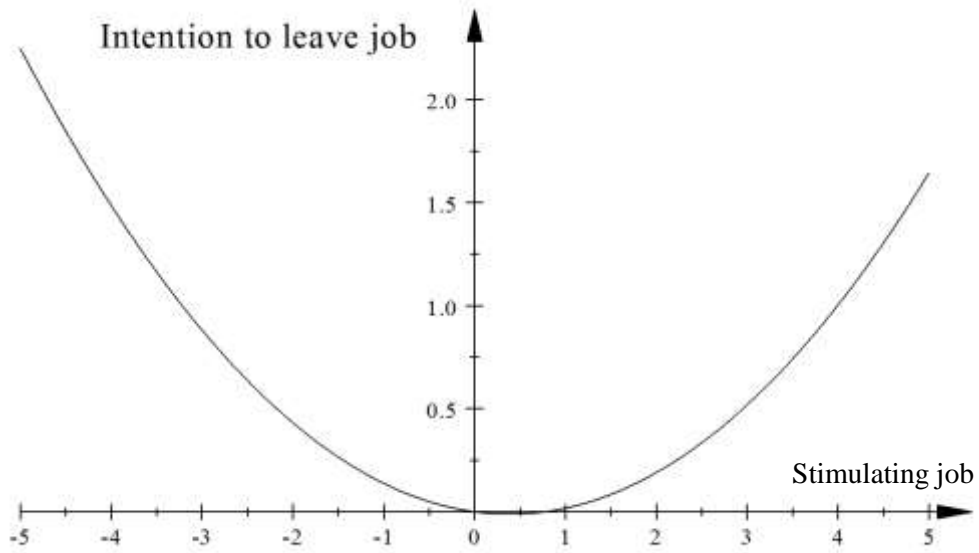
(H3 and H4$_{alternative}$)

Figure 4

The linear relationship between job security and earnings and intention to leave job
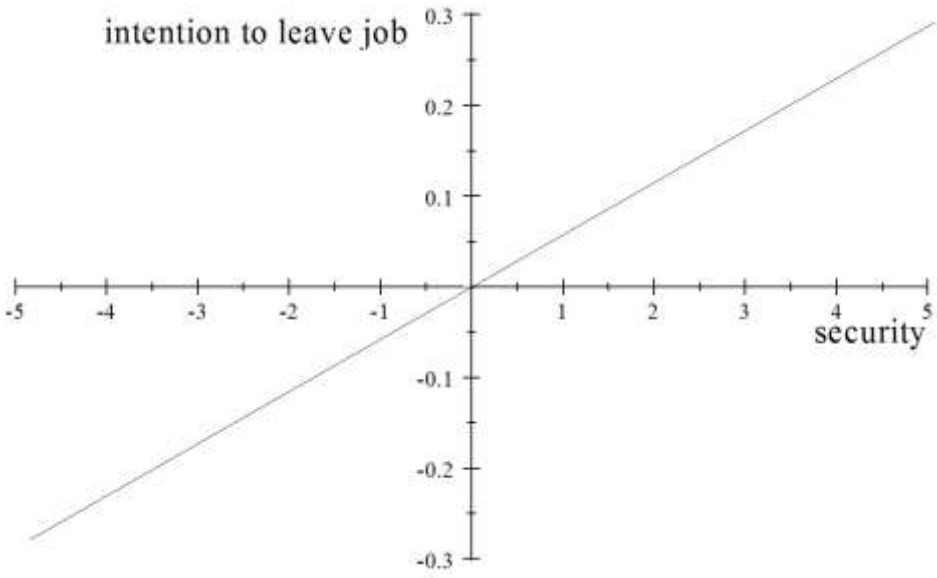
(H5 and H6$_{alternative}$)

Figure 5

The Linear relationship between organizational loyalty and intention to leave job
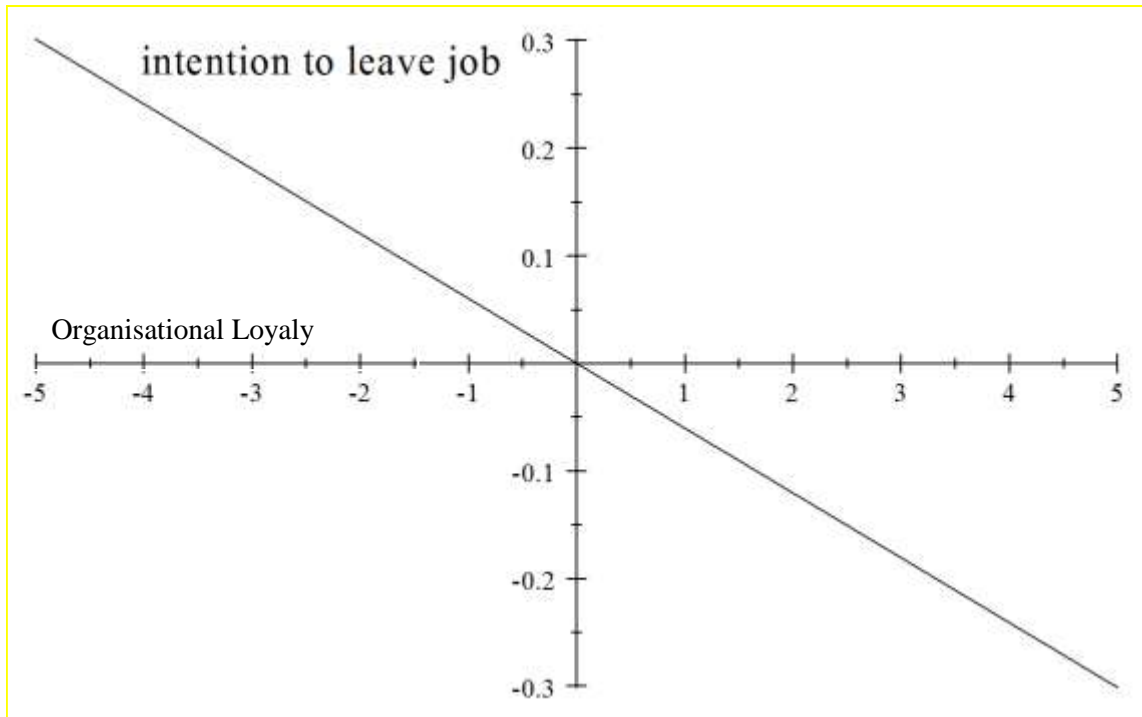
(H7 and H8alternative)

Figure 6

Final Model

Organisational Enthusiasm	-2.250**	-2.215**	**Organisational Loyalty**
	-0.133	-0.120	

Organisational Enthusiasm *squared*	-3.294***	-0.473	**Organisational Loyalty** *squared*
	-0.165	-0.024	

Intention to Leave Job

Stimulating work	10.333***	2.100**	**Job Security and Earnings**
	0.358	0.131	

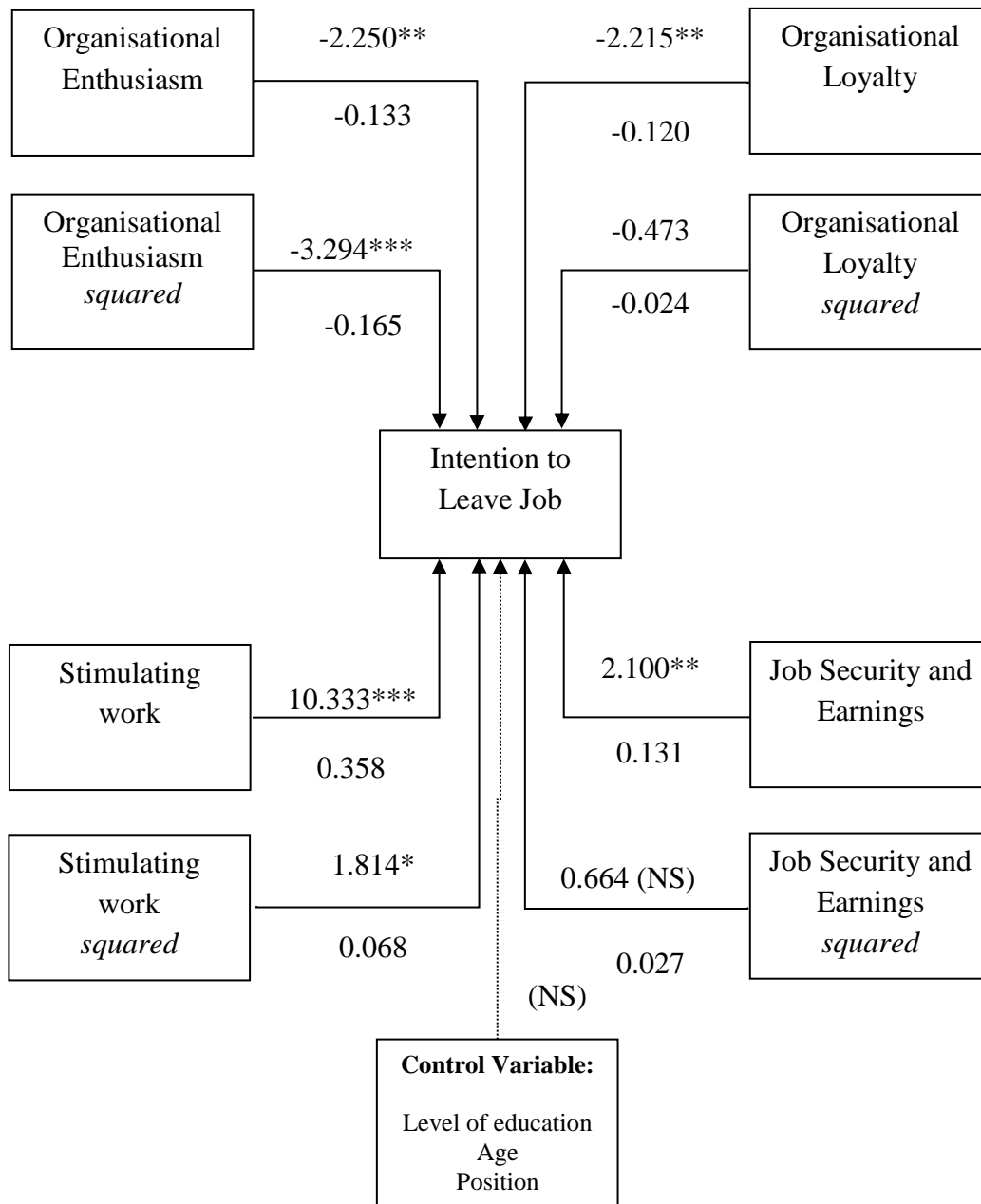|			
Stimulating work *squared*	1.814*	0.664 (NS)	**Job Security and Earnings** *squared*
	0.068	0.027	

(NS)

Control Variable:

Level of education
Age
Position

* p<.010
** *p*<0.05
*** *p*<0.01

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Table 1

Construct indicators: measurement scale, descriptive measures, item loadings and validity and reliability measures

Constructs and Items	Standardized loadings	*t*-Value
Organisational Enthusiasm (AVE=0.53; ρ=0.85*; α=0.81)**		
(seven point scale: 1=very strongly agree to 7= very strongly disagree)		
1) This job gives me opportunity to meet new people	0.782	8.292
2) I work here because I enjoy it	0.901	11.082
3) I would like to get promotion in this hotel	0.701	3.920
Organisational Enthusiasm *Squared*		
Stimulating Work (AVE=0.53; ρ=0.87*; α=0.82**)		
(seven point scale: 1=very strongly agree to 7= very strongly disagree)		
1) I feel burn-out at my job	0.724	30.116
2) I feel frustrated at my job	0.760	41.687
3) I feel my job as disgraceful	0.768	42.079
4) Job-related problems keep me awake all night	0.675	31.928
5) At work, I find it difficult to follow guidelines & policies	0.683	20.209
6) I work here because my friends/relatives are working here	0.638	22.979
7) I work here because it was easy to get this job	0.636	21.576
8) I do not consider this type of work as a proper job	0.707	35.016
Stimulating Work *squared*		
Organisational Loyalty (AVE=0.65; ρ=0.89*; α=0.89**)		
(seven point scale: 1=very strongly agree to 7= very strongly disagree)		
1) I am proud to work for this hotel	0.823	31.592
2) I recommend this hotel to others as a place to work	0.793	21.884
3) I feel loyalty towards this hotel	0.798	34.313
4) I feel this hotel offers attractive work conditions	0.758	18.836
5) I am happy working in this hotel	0.846	29.466
6) I am enjoying my current job	0.804	38.961
7) Career advancement at my current job is very good	0.771	24.887
Organisational Loyalty *squared*		
Job Security and Earnings (AVE=0.69; ρ=0.81*; α=0.60**)		
(seven point scale: 1=very strongly agree to 7= very strongly disagree)		
1) The benefits (uniform, insurance, etc) given to me are excellent	0.755	13.983
2) The welfare (accommodation, staff meals, etc) given to me are excellent	0.950	22.921
3) My job is very secure	0.657	8.953
Job Security and Earnings *squared*		
Intention to Leave the Job (turnover) (AVE=0.77; ρ=0.88*; α=0.72**)		
(seven point scale: 1=very often to 7= not at all)		

	0.885	77.165
1) How often do you think of changing your present job?	0.885	77.165
2) How often do you think of working in some other industry?	0.880	75.082

Note:

*ρ- composite reliability (Bagozzi, 1980)

**α- Cronbach's alpha (Cronbach, 1951)

AVE = Average Variance Extracted (Fornell and Larcker, 1981)

Table 2

Correlation Matrix of Constructs

Constructs	1	2	3	4	5	6	7	8	9
1. Organisational Enthusiasm	*0.73*								
2. Organisational Enthusiasm *Squared*	-0.45	*1*							
3. Stimulating Work	-0.13	-0.17	*0.88*						
4. Stimulating Work *Squared*	0.27	0.07	0.10	*1*					
5. Organisational Loyalty	0.72	-0.28	-0.14	0.30	*0.81*				
6. Organisational Loyalty *Squared*	-0.21	0.60	-0.16	0.10	-0.24	*1*			
7. Job Security and Earnings	0.45	-0.11	0.01	0.30	0.01	-0.11	*0.83*		
8. Job Security and Earnings *Squared*	-0.07	0.24	-0.01	0.07	-0.01	0.41	-0.27	*1*	
9. Intention to Leave the Job (turnover)	-0.11	-0.15	0.43	0.06	-0.12	-0.12	0.03	-0.03	*0.88*

Note: the diagonal is the square root of the Average Variance Extracted (AVE)

Table 3

Model Path Coefficients and t-values

Hypotheses	Path	Path Coefficient	t-value
H1	Professional and Organisational Enthusiasm $\rightarrow$ intention to leave job	-0.133	-2.250
H2$_{alternative}$	Professional and Organisational Enthusiasm $_{squared}\rightarrow$ intention to leave job	-0.165	-3.294
H3	Stimulating job $\rightarrow$ intention to leave job	0.358	10.333
H4 $_{alternative}$	Stimulating job$_{squared}$ $\rightarrow$ intention to leave job	0.068	1.814
H5	Job security and earnings $\rightarrow$ intention to leave job	0.131	2.100
H6 $_{alternative}$	Job security and earnings $_{squared}$ $\rightarrow$ intention to leave job	0.027	0.664
H7	Organizational loyalty $\rightarrow$ intention to leave job	-0.120	-2.215
H8 $_{alternative}$	Organizational loyalty$_{squared}$ $\rightarrow$ intention to leave job	-0.024	-0.473