

**THE ROLE OF ORGANISATIONAL COMMITMENT IN MEDIATING
JOB STRESS AND TURNOVER INTENTION AMONG HOTEL
EMPLOYEES IN MALAYSIA**

By

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ABSTRACT

THE ROLE OF ORGANISATIONAL COMMITMENT IN MEDIATING JOB STRESS AND TURNOVER INTENTION AMONG HOTEL EMPLOYEES IN MALAYSIA

Hum Ee Von

The hotel industry has been a major benefactor in Malaysia's economy growth by playing a prominent role in complementing the tourism industry as it provides accommodations to travelers and tourists. However, Malaysia was also recorded to be one of the countries with the highest turnover rate especially in the hotel and restaurant industries. Therefore, awareness should be raised so that further measures could be taken to tackle this issue. The present study investigated whether job stress and organisational commitment predicted hotel employees' turnover intention, whether job stress predicted hotel employees organisational commitment and whether organisational commitment mediates the relationship between job stress and hotel employees' turnover intention. A total of 107 hotel employees of several hotels in Kuala Lumpur and Ipoh from various departments were selected according to their availability during the administration of the questionnaires. The Job Stress Scale (1983), Organisational Commitment Scale (1996) and Turnover Intention Scale (2004) were used to measure hotel employees' job stress, organisational commitment and turnover intention respectively. The regression results revealed that both job stress and organisational commitment predicted hotel employee's turnover intention. However, job stress did not predict hotel

employee's organisational commitment and organisational commitment does not mediate the relationship between job stress and turnover intention. The present study brought awareness to the employers in the hotel industry on the importance of minimizing stress in the workplace and also to enhance employees' sense of involvement in order to reduce turnover intention among their employees.

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APPROVAL SHEET

This dissertation entitled “THE ROLE OF ORGANISATIONAL COMMITMENT IN MEDIATING JOB STRESS AND TURNOVER INTENTION AMONG HOTEL EMPLOYEES IN MALAYSIA” was prepared by HUM EE VON and submitted as partial fulfillment of the requirements for the degree of Master of Psychology at Universiti Tunku Abdul Rahman.

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Yours truly,

Evon

(Hum Ee Von)

DECLARATION

I hereby declare that the dissertation is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.

Elvon

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12th August 2022

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LIST OF ABBREVIATIONS

JSS	Job Stress Scale
OCS	Organisational Commitment Scale
TIS	Turnover Intention Scale
JS	Job Stress
OC	Organisational Commitment
TI	Turnover Intention

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Today, Malaysia is 12th most visited countries in the world and the third most visited countries in Asia following China and Thailand (Malaysia among Asia's most visited countries, says report, 2018). The Malaysian government has made substantial efforts to warrant that tourism plays an important role in the country's economy. Aggressive measures were taken to enhance the tourism and hospitality industry comprising of hotels, food, and restaurants in order to maintain the industry as the third greatest benefactor to Malaysia's economy (Tourism sector to remain third largest contributor to economy, 2017). Nonetheless, hotel industry has been one of the major benefactors in the growth of Malaysia's economy by contributing approximately 12.8% to the nation's gross domestic product (GDP) (Tourism contributes 14.9 percent to Malaysia's economy, 2018). Moreover, hotel industry plays a very prominent part in complementing tourism by providing accommodation to travelers and tourists.

In spite of this, Malaysia have the second highest involuntary turnover and third largest voluntary turnover record, at six percent and 9.5 percent respectively in South East Asia (Awani as cited by Fatin et al., 2016). This is further supported by the findings of a survey conducted by Malaysian

Employers Federation (MFF) between 2010 and 2011 on 143 companies from different industries which disclosed that hotels and restaurants are the leading sectors to have high annual turnover rate at 32.4% (Fatin et al., 2016). Employee turnover has been a prevailing concern and a real problem for worldwide hotel employers (Namra & Tahira, 2017). Previous researchers suggested that employee turnover is the outcome of employees' turnover intention and is prevalent in the hospitality industry (Namra & Tahira, 2017).

Prachi and Sajid (2015) claimed that stress, work-family conflict and inflexible work policies heightens employees' turnover intentions however turnover intention can be lessened by effective management strategies and programs such as beneficial employment opportunities, effective leadership and favorable work attitudes like job satisfaction and organisational commitment. Mazlum (2017) supported this statement by claiming that it is necessary to tackle the cause of stress or increase the stamina of employees towards dealing with their stress to effectively diminish hotel employees' turnover intention. Low organisational devotion and high job stress are some of the factors that is known to influence hotel employees' turnover intention (Akgunduz & Sanli, 2017).

Within the hospitality industry, job stress is considered the most critical matter that managers have to deal with, due to the impact that it has on all level of employees (Namra & Tahira, 2017). Tourism sector is known to have high level of stress due to the frequency of human interaction between employees and customers. Due to the service-oriented nature of the tourism sector,

employees in tourism sector (i.e., hotel employees) tend to have greater stress at work as their job performances would leave an impact on, not just the employers but also on the customers that they serve (i.e., when employees make a mistake, it would directly affect customers' satisfaction level) (Mazlum, 2017). Constant communication between employees and customers are bound to create interpersonal conflicts, staff stress and burnouts (Emiroglu et al., 2015).

Besides that, other factors that fuel job stress includes high workload, long working hours, lack of partaking in decision making, work-life conflict, lack of career development opportunities and poor relationship with colleagues (Misbah et al., 2016). Hotel workers experiences these stresses in terms of physical stresses due to various reasons such as irregular working hours, the need to stand most of the time, and constant rushing (Chan & Wan, 2012). Emotional labor such as forced to smile when dealing with unpleasant customers, holding back the need to shout at customers, and repressing negative feelings like anger may result in emotional stress (Chan & Wan, 2012). Besides that, hindrance stressors such as resources deficiency, role conflict and role overload also heighten employees' turnover intentions. When workers are not happy with their job due to the high level of stress, they would eventually decide to leave their organisation (Labrague et al., 2018)

High job stress would eventually lead to decrease in organisational commitment which is one of the prominent factors in influencing employees' turnover behaviours (Emiroglu et al., 2015). Organisational commitment is the psychological state that secures an employee's bond to an organisation whereby

highly committed employees are more attached to their organisation (Misbah et al., 2016). Khatibi et al. (2009) explained that organisational commitment designates employee's association with their organisation and this would affect the employee's judgement to carry on working with the organisation.

High organisational commitment has various aftermath such as enhanced job performance, motivation, job satisfaction, and at the same time reduced turnovers among employees (Prachi & Sajid, 2017). Organisational commitment has been proven to be a strong predictor for turnover intention in past studies (Wong & Laschinger, 2015) where employees have less intention to abandon their job when their commitment towards the organisation is greater (Nahid et al., 2016). In addition, having committed employees helps reduce absenteeism, increase organisational performance, and improve employees' mental health (Nahid et al., 2016).

1.2 Problem Statement

In the tourism and hotel industry, turnover behaviour has been a prominent management issue as it disrupts the organisation's operation due to losing employees with high performance level nonetheless, hinders the team work of the organisation (Akgunduz & Sanli, 2017). Finding new employees for the hotel would be costly as they need to be trained to cater the needs of the hotel (Akgunduz & Sanli, 2017). Turnover behaviours among employees lead to numerous direct and indirect costs to the organisations as it causes loss of

business, decreased morale, and indirectly reduces the commitment of the remaining employees (Prachi & Sajid, 2017). Several studies were conducted on turnover intention to further understand how it influences actual turnover behaviour among employees as turnover intention should be addressed at early stages. In order to do so, factors that may influence employees' turnover intention such as low job contentment, lack of loyalty, and high job stress should be tackled before it escalates and becomes a turnover issue (Akgunduz & Sanli, 2017).

Job stress within the hospitality industry is a serious matter that most hotel managers have to face (Namra & Tahira, 2017). This is due to the service-oriented nature of the industry (Mazlum, 2017) where it involves continuous communication between employees and customers, which is bound to create interpersonal conflict that could further fuel job stress (Emiroglu et al., 2015). Nevertheless, job stress creates various problems at both individual and organisational level and inevitably causes an impact on organisational commitment (Misbah et al., 2016).

Besides that, a study on staffing issues in Malaysian hotels highlighted that lack of organisational commitment among staff was one of the most frequently mentioned issues by hotel managers (Rozita & Scott, 2014). Employees who are not committed would usually have behavioural issues such as absenteeism, unnecessary medical leaves and coming late to work. Frequent absenteeism is a serious issue especially during high hotel occupancy as it causes staff shortage (Rozita & Scott, 2014). Organisational commitment can

govern the ultimate productivity of an organisation in different ways. Studies suggest that employees' organisational commitment would influence employees' desertion intention (Nahid et al., 2016). Studies also found that high turnover intention may be due to irregular, long and unpredictable (on-call) work hours which fuels work stress and also work-family conflicts (Kim et al., 2015).

Despite the evident correlation between job stress, organisational commitment and turnover intention among hotel employees which has been proven by past researchers both in the Malaysian and other populations (Namra & Tahira, 2017; Patcharanan & Vanchai, 2016, Yavas et al., 2013; Ramesh & Koh, 2012; Uzun & Yigit, 2011), these studies only focused on the one-way relationship between the variables. Even though various past studies have found established empirical association linking hotel employees' job stress and organisational commitment to turnover intention (Namra & Tahira, 2017; Ramesh & Koh, 2017; Uzun & Yigit, 2011), none of these studies discussed whether job stress and turnover intention is mediated by organisational commitment in the hotel industry of the Malaysian population. Therefore, the current study intends to fill this literature gap by investigating the Malaysian hotel employees' job stress and turnover intention association through organisational commitment.

Most studies on hotel employees were limited on larger hotels in Malaysia and only on frontline employees. Koyuncu et al. (2013), stated that front-line workers furnish the hotel's organisation's performance and imparts

as guests' first impression of a hotel (Baum & Devine, 2005) hence explaining why most research focused on the front-line employees in the hotel industry. However, Aizzat et al. (2015) claimed that other departments in hotels such as lodging, restaurants, and housekeeping should also be taken into consideration. Therefore, the present study also aims to address this gap by diversifying the selected sample in the hotel industry population.

1.3 Research Objectives

The purposes of this study are as follows:

- 1 To examine whether job stress **predicts** hotel employees' turnover intention.
2. To examine whether job stress **predicts** hotel employees' organisational commitment.
- 3 To examine whether organisational commitment **predicts** hotel employees' turnover intention.
- 4 To examine whether organisational commitment mediates the relationship between job stress and hotel employees' turnover intention.

1.4 Research Questions

For the present study, the research questions are as follows:

1. Does job stress predicts hotel employees' turnover intention?
2. Does job stress predicts hotel employees' organisational commitment.
3. Does organisational commitment predicts hotel employees' turnover intention?
4. Does organisational commitment mediates the relationship between job stress and hotel employees' turnover intention?

1.5 Significance of Study

Employees who are less contented with their organisation would indirectly be less committed to the organisation that they're working for. These workers who usually only work for the sake of working are more likely to make mistakes while doing their job, tends to take unnecessary leaves for personal reasons, experience higher stress during work due to the feeling of not being contented with their job and would eventually lead to quitting their job (Prachi & Sajid, 2017). These undesirable outcomes are very costly towards an organisation especially if employees tend to leave the organisation causing more costs in re-recruiting and retraining new employees.

Since this study focuses on job stress and organisational commitment as the main factors in contributing to hotel employees' turnover intention, this

study could provide insight to hotel employers and managers in tackling the turnover issues. For example, hotel employers could implement stress management measures such as increasing employee engagement activities to help reduce the level of stress at workplace for their employees. Besides that, employers could also impose flexible working hours instead of letting their employees work long working shifts to reduce the physical stress faced by their employees. Through this study, hotel employers can tackle the turnover issues by addressing the identified causes namely job stress and organisational commitment that could heighten turnover intention among hotel employees which would eventually lead to turnover behaviours causing the company to lose valuable employees.

Furthermore, this study would help extend the literature on job stress, organisational commitment and turnover intention among hotel employees in the Malaysian context. Literature showed that there's mixed findings where Hung et al. (2018) established that organisational commitment and turnover intention is mediated by work stress however other authors found that relation between job stress and turnover intention is mediated by organisational commitment (Adi et al., 2018). Therefore, this study further investigated the association between job stress, organisational commitment and turnover intention in the Malaysian hotel industry population.

In addition, this study investigates the few known predictors of hotel employees' turnover intention such as job stress, and how committed employees are towards their organisation therefore, the findings of this study could help

create awareness by providing insights to hotel owners and managers, on the importance of these factors in relation to turnover intention among hotel employees. As mentioned by Maisoon and Abdullah (2019), they found that turnover culture in Malaysian hotels does not only hinder the endorsement of wide crisis management practices but also that these hotels lack the awareness of how the turnover issue could influence efforts in managing these crises. Thus, this study helped in creating awareness towards the turnover issue in the hotel industry.

1.6 Definition of Variables

1.6.1 Job Stress. Job stress is the “feeling of a normal person who is required to deviate from normal or self-desired functioning in the workplace as the result of opportunities, constraints or demands relating to potentially important work outcomes” (Parker and DeCotiis, 1983, p. 165). Thus, job stress is operationally explained by the scores obtained in the Job Stress Scale developed by Parker and DeCotiis (1983). Greater scores indicate high job stress.

1.6.2 Organisational Commitment. Organisational commitment is the “psychological state that characterizes the employees’ relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation” (Meyer & Allen, 1991, p. 67). Organisational commitment is operationally explained as the scores obtained from Meyer et al. (1993) organisational commitment scale. The greater the scores obtained, the greater the commitment towards the organisation.

1.6.3 Turnover Intention. Derived from Fishbein and Azjen's (1975) framework of planned behaviour, turnover intention is illustrated as "an individual's behavioural intention or conation to leave the employ of the organisation" (Bothma & Roodt, 2013, p. 2). Hence, turnover intention is operationally defined as the scores obtained from the Turnover Intention Scale developed by Roodt (2004). Greater scores indicate higher chances of turnover intention.

1.7 Hypotheses

The hypotheses for this study are as follows:

H1 Job stress predicts turnover intention among hotel employees in Malaysia

H2 Job stress predicts organisational commitment among hotel employees in Malaysia

H3 Organisational commitment predicts turnover intention among hotel employees in Malaysia

H4 The relationship between hotel employees' job stress and turnover intention is mediated by organisational commitment.

1.8 Conceptual Framework

The following conceptual framework further illustrates the present study where it aims to investigate whether job stress and organisational commitment predicts turnover intention among hotel employees in Malaysia. Next, the present study also intends to further explore whether organisational commitment served as a mediator in the relationship between job stress and turnover intention. Based on Social Exchange Theory, the conceptual framework as the present study is illustrated as below.

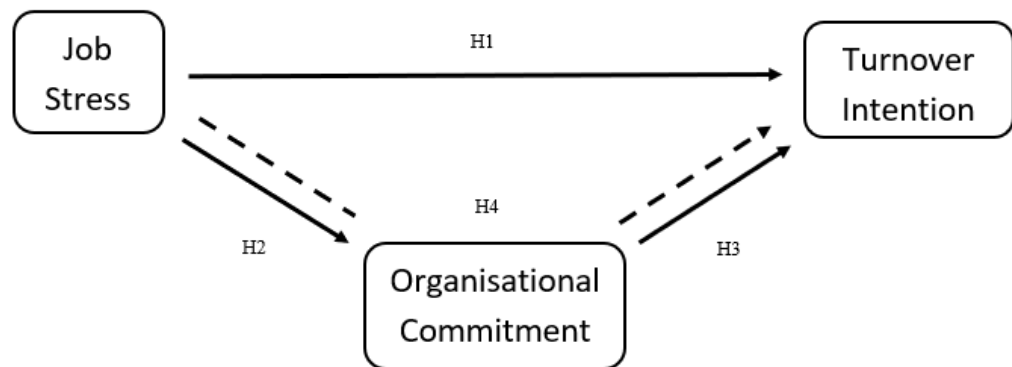


Figure 1: Conceptual framework for this study

CHAPTER 2

LITERATURE REVIEW

2.1 Turnover Intention

Employee turnover is one of the greatest challenges faced by the Malaysian hotel industry (Kavitha et al., 2019), however very limited studies were conducted to investigate the factors that could lead to employee turnover. Since employee turnover behaviour is difficult to measure, studies were conducted to measure employees' turnover intention instead. Turnover intention is described as an employees' intention to leave their job or their organisation (Kim et al., 2015). Turnover intention is said to be present when employees start ill speaking about their position in the organisation, and limiting their participation (Karatepe, 2013; Jang & George, 2012). Turnover intention is employees' willingness or attempts to leave their current workplace voluntarily and involuntarily and is said to positively associate with actual turnover behaviour (Wong & Laschinger, 2015).

Turnover intention is considered as the conscious and intentional willfulness of employees to abandon their organisation by considering to resign from his position and also by seeking other employment opportunities. In other words, turnover intention measures the probability of an individual to abandon the organisation anytime soon (Emiroglu et al., 2015). Employees also express

their turnover intention by having thoughts to quit, desire to search for other job vacancies or to the extent of evaluating the possibility of finding job elsewhere before finally leaving their organisation (Suarthana & Riana, 2016).

Hindrance stressors such as lack of resources, role conflict, role ambiguity and work overload was found to heighten turnover intention especially among frontline employees (Yavas et al., 2013). In addition, Kavitha et al. (2019) found that five-star hotel employees in Kuala Lumpur region tend to have increased turnover intention when they're in a stressful working environment.

Past studies also showed that males are more willing to leave their job compared to females due to the greater responsibilities in supporting their family (Wang & Yuan, 2018). Other factors such as low wages, high work stress, and lack of sleep were found to cause high turnover intention (Wang & Yuan, 2018). Besides that, if employees feel valued by the organisation, they would indirectly develop positive feelings and feel bonded with their job and their organisation (Prachi & Sajid, 2017).

2.2 Job Stress

Job stress was explained differently in many studies. Job stress could generally be defined as the perception that work situation is menacing due to the incompatibility between the demands of circumstances and the individual's

coping capabilities (Labrague et al., 2018). While being in a tensed situation, individuals would evaluate and try to adapt or overcome the situation by themselves. Stress is perceived when individuals cannot properly cope being in a tensed situation (Han et al., 2015).

Job stress is one of the common problems faced by employees. Job stress occurs when employees face situations at work which forces them to deviate from normal functioning (Ugur et al., 2013). In terms of psychological approach, job stress is conceptualized as a negative psychological state resulting from the potent interaction between an individual with their working environment (Nasrin & Hojat, 2013). Ugur et al. (2013) claimed that when there is high imbalance between work demands and employees' abilities to fulfill the demand, the job stress faced by employee will also be high.

On the other hand, past studies on different industries found that employees experience job stress due to work-family conflict, excessive workload (Han et al., 2015), strict discipline, sexism, low pay, lack of feedback on job performance (Patcharanan & Vanchai, 2016), manager's leadership style, role conflict and workplace hostility (Labrague et al., 2018). Past research found that employees who have high job stress are more probable to have detrimental health, poor motivation, less productivity and insecure of their safety at work (Nasrin & Hojat, 2013). Furthermore, studies also showed that persistent susceptibility to job stress may cause diminished health and impaired functioning (Labrague et al. 2018).

2.3 Organisational Commitment

Organisational commitment is generally explained as the employees' willingness to continue staying in an organisation. According to Meyer and Allen (1997)'s model, a committed employee remains with their organisation under both the favorable or unfavorable conditions and still gives full effort to safeguard the assets of the organisation. This model proposes that organisational commitment can be conceptualized into three which is affective, continuance, normative commitment (Prachi & Sajid, 2017).

Affective commitment is referred to as an employee's emotional attachment and association with their organisation (Prachi & Sajid, 2017). Employees who feel personal bonding towards an organisation exhibits affective commitment while employees who decides to stay and commit to an organisation out of obligation refers to normative commitment. Employees with continuous commitment on the other hand, unable to abandon their organisation due to family commitment, advantages or they are unable to find greater job opportunities (Prachi & Sajid, 2017).

Despite the different concepts and component of the model commitment, organisational commitment as a whole play a big role in influencing an employees' behaviour. Studies found that less committed employees are generally more inclined towards making mistakes in the job, be absent, experience greater stress and have greater intention to resign (Hausknecht et al., 2008). On the other hand, employees with high organisational commitment

were said to increase job performance, enhanced employees motivation, higher job satisfaction, increased organisational citizenship behaviours and reduced absenteeism and turnover (Prachi & Sajid, 2017).

2.4 Job Stress and Turnover Intention

Amri et al., (2021) conducted a qualitative study to investigate the extent of association between employee job stress level with employee turnover intention among three-star hotels in Malaysia ($N = 30$). The authors measured the extent of employee job stress using three dimensions which were physical environment, job design and task characteristics. Findings revealed that there is a very close association between employees' job stress level and employees' turnover intention. The authors claimed that working in the hospitality industry is quite stressful due to high customer service requirements and high expectations of the manager (Amri et al., 2021). The authors also found that job stress is caused by communications problems (i.e., cultural and language differences) while employees are serving their customers thus enhancing employees' intention to leave.

A study was conducted Wen et al., (2020) to explore the role of stress on front-line hotel employees and how burnout mediates the relationship. This study also investigated the moderating effect of service climate on the underlying mechanism that relates role stress to turnover intention ($N = 583$). Findings showed that employees do not usually immediately tender their

resignation unless they suffer from a high level of burnout. Most employees do view their job as relatively simple and within their capacity however the broad workload requires them to sacrifice their rest time catch up with work. Routine jobs and poor pay causes emotional exhaustion thus leading to employees' resignation. Therefore, Wen et al., (2020) suggested that managers should properly plan task allocations and operational shift systems to improve the department's productivity and reducing employees' stress level in order to reduce turnover intention.

Ozge et al., (2017) investigated the effects of job stress and perceived organisational support on turnover intention of hotel employees in Izmir, Turkey ($N = 274$). Through the investigation, the authors found that employees resign from their job in order to escape from stressful working environment. Surplus of working time, inability to take paid personal time off, injustice in the working loads and promotions all contributes to the increase in hotel employees' job stress. Job stress does not only reduce the productivity of employees, but it also increases employee intention to leave their organisation. Therefore, the authors suggested that hotel managers need to support employees and reduce the factors that may lead to job stress to ensure that employees continue to voluntarily work in the hotel (Ozge et. al., 2017).

Yavas et al. (2013) study explored the effect of challenge and hindrance stressors on the turnover intentions of hotel employees working at four- and five-stars hotels in Northern Cyprus ($N = 183$). This study aimed to investigate the differing effect of hindrance and challenge stressors on hotel employees'

turnover intentions. The results showed that only hindrance stressor was a significant predictor for turnover intention. However, no significant findings were found linking challenge stressors and turnover intentions instead, hotel employees perceive challenge stressors as an opportunity for growth and development (Yavas et al., 2013).

2.5 Job Stress and Organisational Commitment

A study was conducted by Uzun and Yigit (2011) to investigate the association of organisational stress and organisational commitment among middle level hotel managers in Antalya. A quantitative study was conducted on 97 middle level managers from various five-star hotels in Antalya. Results showed that there is a negative correlation between organisational stress and organisational commitment, affective commitment and normative commitment thus indicating that when organisational stress increases, organisational commitment, affective and normative commitment decreases.

Misbah et al. (2016) research investigated the association of workers' job stress and organisational commitment in the banking sector. Participants of this study comprises of bank employees in Pakistan. Misbah et al. (2016) found that there is a negative association between job stress and organisational commitment. Regression analysis showed that 41.2% of organisational commitment was affected by job stress and that job stress effects employees' organisational commitment. **Job related stress such as worthless task, high**

workload, and lack of partaking in decision making contributes to low organisational commitment causing lesser attachment to their organisation (Misbah et al., 2016). Hence, the author suggests that human resource plays a critical role in providing stress free environment to employees and failure to do so would result in the failure to achieve organisation goals and objectives.

Sa'odah (2016) conducted a study to investigate the relationship between public servants' job stress and organisational commitment in Johor, Malaysia ($N = 262$). Sa'odah found significant negative association between job stress and organisational commitment implying that workers with low level of stress would have high commitment towards their organisation. Employees' who experience greater stress will have a tendency to feel less committed to his work and organisation thus leading to more serious problems such as absenteeism, increased turnover rate and low productivity (Sa'odah, 2016).

A similar study by Farhad and Masumeh (2015) yielded similar results when they explored nurses' job stress and organisational commitment association in Iran. Various domains of job stress in the Health and Safety Executives standard questionnaire (HSE) namely demand, control, managerial support, peer support, relation, role and changes were analysed separately with different concepts of organisational commitment- (i.e., affective, normative and continuance commitment). Results showed inverse significant relationship between nurses' level of job stress and their affective, normative and continuance commitment (Farhad & Masumeh, 2015). Furthermore, the peer pressure dimension in job stress played the most significant role in predicting

nurses' organisational commitment. The authors claim that the more committed one is to the organisation's values and goals, the more active they'll be in the organisation and the lesser tendency to search for other job opportunities. Hence, organisations are obligated to come up with stress reduction management plans (Farhad & Masumeh, 2015).

On the other hand, the study by Khatibi et al. (2009) showed contradicting results when they analysed the relationship between job stress and organisational commitment according to its subscales, affective, normative and continuance commitment. The sample consisted of 50 National Olympic and Paralympic Academy (NOPA) employees in Iran. Findings of this study revealed that job stress is negatively correlated with affective and normative commitment however showed no significant correlation between continuance commitment and job stress. Khatibi et al. (2009) claimed that the increased in job stress reduces overall organisational commitment. The authors explained that job stress decreases employees' sentimental dependence on the organisation and thus increases the tendency to give up their services (Khatibi et al., 2009).

2.6 Organisational Commitment and Turnover Intention

Ramesh and Koh (2012) study on perceived hotel employees' organisational commitment and its effect on turnover intention in G Hotel, Penang, Malaysia revealed significant findings. Correlation analysis was used to analyse the data

collected from employees from various employment level and their findings revealed that there is a negative correlation between perceived organisational commitment and turnover intention. When organisational commitment is high, turnover intention would be low.

Chen and Yu (2014) investigated the relationships between job demands, job resources, burnout, organisational commitment and staff turnover intentions in a volunteer workforce setting and mentioned that according to social exchange theory, organisational commitment would more likely lead to positive organisational outcomes such as lowering turnover intentions (Cropanzano & Mitchell, 2005). Chen and Yu (2014) used a quantitative approach where trained research assistants helped distribute the survey to volunteers who was working in a national natural science museum in Taiwan. 191 were collected and the results found that there is a relationship between organisational commitment and turnover intention.

Another study was conducted by Prachi and Sajid (2017) on public and private sector employees' job satisfaction, organisational commitment and turnover intention. Prachi and Sajid (2017) investigated the differences between types of organisational commitment namely affective, continuance and normative commitment of both public and private sector employees in India. This study took place in Delhi, India where 206 managers from various public and private sectors were conveniently selected to be the sample. The findings of this study showed that organisational commitment was found negatively associated with turnover intention whereby when organisational commitment is

high, both private and public sector employees have lower turnover intentions. The author claims that when employees experience high stability of employment, reduced workplace conflicts, employees they become more emotionally attached and feels more committed and loyal to their organisation, hence lowering their intention to leave their job (Prachi & Sajid, 2017).

Wong and Laschinger (2015) study on the impact of frontline manager job strain on burnout, commitment and turnover intention too supported past findings. Wong and Laschinger (2015) hypothesized organisational commitment would negatively relate to frontline manager's turnover intention. This study was conducted in Ontario, Canada teaching hospital where 500 frontline managers' were selected as the sample of this study. The findings of this study supported its hypothesis where regression analysis revealed that organisational commitment had a direct negative effect on turnover intention (Wong & Laschinger, 2015). This findings indicates that when managers are committed to their organization, they are less likely to consider leaving their positions.

The results found by Gatling et al. (2016) too supported findings by previous researchers. Gatling et al. (2016) studied the effects of authentic leadership and organisational commitment on turnover intention. The sample for this study were 236 university students studying hospitality where the selected students were those who were employed in a hospitality company at the time study was conducted. Gatling et al. (2016) used the quantitative approach where online survey was used to collect data. The findings of this

study confirmed that employee's organisational commitment was negatively correlated to employees' turnover intention (Gatling et al., 2016).

Even though majority of the studies discussed in this section shows significant relationship between organisational commitment and turnover intention, Mouhamadou (2015) study on healthcare internal auditors yielded contradicting results. Mouhamadou (2015) investigated whether different concepts of commitment, affective, normative and continuance commitment would predict turnover intentions of healthcare internal auditor. Findings revealed that only affective commitment is a significant predictor for auditors' turnover intention.

2.7 The Mediating Role of Organisational Commitment between Job Stress and Turnover Intention

Adi et al. (2018) investigated the impact of work stress on turnover intention and whether work satisfaction and commitment served as a mediator for the relationship between the two. The sample for this study consisted of 135 participants from a call center in Indonesia using quantitative approach. Results showed that work stress has a significant influence on organisational commitment and a positive significant influence on turnover intention. Nevertheless, there is a significant relationship between work stress and turnover intention when mediated by organisational commitment.

Similar findings were found by Madiha et al. (2017) in their study when they investigated the role of organisational commitment in mediating teacher's occupational stress and turnover intention in Pakistan universities. 186 teachers from different faculties in government universities were selected as the sample for this study and survey method was used for data collection. Findings showed significant positive relationship between occupational stress and turnover intention and organisational commitment was found to mediate the relationship between occupational stress and turnover intention.

Another study was conducted by Nurita et al. (2013) to explore the relationship between human resource practices such career management, performance appraisal, compensation, person-job fit and job control with organisational commitment, organisational engagement and turnover intention. Results of the study on 457 employees from various sectors in Malaysia found that both organisational commitment and organisational engagement partially mediates the relationship between human resource practices and turnover intention among the employees.

Hung et al. (2018) investigated the mediating effects of wages satisfaction and work strain on organisational climate, organisational commitment to turnover intention. The sample for this study consisted of 771 life insurance business personnel in Taiwan. This study is slightly different than the present study whereby organisational commitment is the independent variable while work strain is the mediating variable for Hung et al. (2018) study. Work strain in Hung et al. study was defined as the stimulus and stress resulted

from personal and environmental interactions of the employees (Hung et al., 2018). Therefore, the work strain in Hung et al. study is similar to the present study's job stress. Hung et al., findings revealed that greater work strain would reduce organisational commitment and has a positive relationship with turnover intention and that work strain mediates the relationship between organisational commitment and turnover intention (Hung et al., 2018).

2.8 Theoretical Approach

2.8.1 Social Exchange Theory. Social exchange theory (SET) is amidst the most dominant conceptual paradigms to comprehend workplace behaviour. Its esteemed roots can be reminisced back to at least the 1920s linking various disciplines such as anthropology, social psychology and sociology (Cropanzano & Mitchell, 2005). Whilst there's evident views of social exchange, theories concurred that social exchange presuppose a series of reciprocal interactions that triggers certain obligations which are interdependent and contingent on the actions of another person (Cropanzano & Mitchell, 2005).

Social Exchange Theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) was used to provide further explanation for the relationship between job stress, organisational commitment and turnover intention as proposed in the conceptual framework. According to Social Exchange Theory, an interdependent social exchange relationship between employees and organisations is the result of an exchange of interests. The Social Exchange Theory has been utilised by organisational researches to elucidate the

motivational reasons and formation of positive reactions behind employee behaviours (Settoon et al., 1996). This theory proposes that employees who appreciate the benefits offered by their organisation, such as good salary wage, remuneration benefits or working circumstances will return the favor with positive work attitudes (Haar, 2016).

Working environment relationships can be conceptualized using social exchange theory as it views the idea of reciprocity among employees and the organisation (Sivalogathan and Hashim, 2014). Many past researchers have utilized Social Exchange Theory (Blau, 1964) in their studies especially when it relates to workplace behaviours. Some of the past researches includes Inas and Taghrid (2019) study on job stress and organisational commitment in hospitals, Russell et al., (2016) study on the relationship of personality, organisational commitment and workplace deviance, and also Mory et al., (2015) study on factors of internal corporate social responsibility and the effect on organisational commitment.

As for the present study, job stress is perceived as the negative and unfavourable workplace circumstances thus causing employees to reciprocate with negative work attitudes such as wanting to leave their organisation (turnover intention) since they are not satisfied and do not gain any 'benefit' from the organisation. Stressful working conditions such as non fixed working hours (working shift schedule), the need to stand for a long time (due to the service nature of the hotel industry) and long working hours all contribute to negative workplace conditions thus enhancing their turnover intention. Hence,

this study hypothesized that job stress predicts hotel employees' turnover intention (H1).

The interdependent social exchange association between employees and organisations is the result of an exchange of interests, which also can be rooted in communication and support among employees and beneficial outcomes given by the organisation to the employees such as pay and fringe benefits. These activities accumulate over time and strengthen the relationship between the organisation and employees. Then, the emotional dependence and involvement of employees with the organisational, known as commitment, is formed (Haar, 2016).

Similarly, when employees perceived the workplaces as negative and receives less beneficial outcomes from their organisation, employees' sense of involvement with their organisation would be affected. In the present study, employees' working condition in terms of job stress is expected to affect employees' emotional dependence and involvement with their organisation. Hence, this study hypothesized that job stress is a predictor for hotel employees' organisational commitment (H2).

On the other hand, organisational commitment can encourage employees to increase behaviours that are beneficial to organisations, such as fulfilling their job responsibilities or expanding the scope of work, and most importantly reduces employee turnover intention. Affectively committed employee was found to have better organisational citizenship behaviour, less absenteeism and lower turnover intention (Garland et al., 2013). Likewise, when

employee's organisational commitment is low, their turnover intention would be heightened. Hence, this study hypothesized that organisational commitment predicts hotel employees' turnover intention (H3).

According to this theory, employees who faces negative working condition such as job stress, tend to reciprocate with negative work behaviour such as greater intention to leave the organisation. **This relationship is enhanced when organisational commitment is added to the relationship between job stress and turnover intention.** When organisational commitment is added to the relationship between job stress and turnover intention, employees who are stressed at work tend to leave their organisation due to the decreased sense of **involvement with their organisation.** Therefore, this study hypothesized that organisational commitment acts as a mediator between the two (H4).

In summary, past studies on job stress and turnover intention showed that there is a significant positive association between job stress and turnover intention. Similarly, organisational commitment was found to have significant inverse association with job stress and turnover intention. Past studies discussed included results of researches conducted on different type of industries including hotel, hospitality, healthcare, education and also banking industries. However, due to the limited studies on the mediating effect of organisational commitment on job stress and turnover intention, only past studies from education and service industry were discussed. **Thus, to fill this research gap, the present study investigated whether hotel employees' organisational commitment mediates the relationship between job stress and turnover intention.**

CHAPTER 3

METHODOLOGY

3.1 Research Design

This study adopted the quantitative approach. The survey method was implemented. This survey research design is further specified by using cross-sectional design where one or more samples are drawn from the population at one time. The method used to obtain data from the participants is by group administration where questionnaires were distributed to a group of participants simultaneously using mail surveys. On the other hand, some of the data were collected using online surveys as some hotels preferred this method instead.

3.2 Population and Sample

The population of interested for this study were hotel employees working in Ipoh and Kuala Lumpur. In order to determine the sample size, statistical software G*power was used to calculated the minimum sample size required for the present study. (Faul et al., 2007). Based on the computation with default effect size for Cohen's $d = .15$ and margin of error = .05 for the F tests of multiple regression, the sample size for the present study is $n = 107$.

According to the study by Sim et al. (2021) the minimum required sample size for path model mediation studies (Model 1 - Simple Mediation Model) with medium effect size is $n = 100$ ($a = b = 0.36$). The sample size was estimated based on 3 criterias which are (i) parameter bias - does not exceed 10% for any parameter whose population value is not equal to zero (ii) 95% confidence interval - coverage remains .91 & .98 (Muthe'n & Muthe'n, 2002) is applied to all parameters in the models and (iii) power - sample size is chosen to maintain power close to .8 or greater (Cohen, 1988; Fritz & MacKinnon, 2007). Another study by Zhang (2013) to estimate statistical power in detecting mediation effects based on bootstrap method through Monte Carlo simulation also showed that a sample size of $n = 100$ with $a = b = 0.39$ would yield a power of 0.928. Therefore, based on these assumptions, the sample size in the current study $n = 107$ is sufficient for a mediation study with medium effect size.

Participants in the present study were sampled via convenience sampling. According to (Dörnyei, 2007), convenience sampling is a type of nonprobability sampling which recruits members of the target population that meets certain practical criteria such as availability at a given time, easy accessibility and willingness to participate, to be the sample of a study. This sampling method is also referred as researching subjects of the population that are easily accessible to the researcher (Ilker Etikan, Sulaiman Abubakar Musa & Rukayya Sunusi Alkassim, 2016). Convenience sampling was used due to the limited access to the participants as the hotels only allow their own representative to collect the data.

The participants were conveniently selected from hotels ranging from four to five stars rating hotels in Kuala Lumpur and Ipoh. Only four to five stars hotels are preferred because most tourists prefer to visit hotels with higher ratings (Trisha, 2019) and would usually review these ratings through online sources such as Agoda and TripAdvisor. The location of where the data would be collected is decided based on the state with Malaysia's popular attraction. Malaysia is famous for its diverse customs, religions, traditions, festivals, heritage, arts and crafts, cuisines of mixed races Malays, Chinese, Indians, and various ethnic groups (News Straits Times, 2019) and these factors inevitably attract tourists from various countries.

As reported by Word of Buzz, Kuala Lumpur is the third most visited city in Asia and this claim is supported by Agoda travel booking portal, whereby Kuala Lumpur is the third most booked city in Asia (Fadzly, 2019). In addition, other websites such as Trip Savvy too ranked Kuala Lumpur as the top destination to visit in Malaysia's Top 10 Destination for tourists (Redgers, 2019). Nonetheless, Ipoh is also becoming more popular among tourists especially tourists from Singapore looking for a food trail experience (Razak, 2019). Ipoh was highlighted to be one of Malaysia's new food destinations to rival Kuala Lumpur and Penang in South China Morning Post magazine as it quickly moves up the bucket lists of the culinarily curious tourists (Mundy, 2018). Ipoh is known for its signature dish of bean sprouts chicken, white coffee, and many other local delicacies (Mundy, 2018). Penang was initially selected due to being one of the tourist's attraction in Malaysia however due to the lack

of cooperation and no response from the selected hotels, data collection was only conducted in Kuala Lumpur and Ipoh.

Since the hotel industry plays a crucial role in complementing the tourism industry by providing accommodations to tourists and make their stay in Malaysia a memorable one, the participants for the present study would be hotel employees of selected hotels. Most of the past studies only focuses on front office workers thus, the present study intends to diversify the sample (Aizzat et al., 2015) by including employees of all departments in the hotel provided that they have at least a nine (9) months of working experience. This criterion is due to the use of Turnover Intention Scale by Roodt (2004) which requires respondents to have at least nine (9) months of working experience in their organisation. Since there are many departments in a hotel, participants would be classified into two options; operation and administrative department. The proportion for data collection would be at least 50 participants from each the operation and administrative department.

3.3 Instruments

This section discusses the different instruments used to measure job stress, organisational commitment and turnover intention among hotel employees. Job Stress Scale by Parker and DeCotiis (1983), Organisational Commitment Scale by Meyer et al. (1993) and Turnover Intention Scale by Roodt (2004) is further discussed. Both Job Stress Scale (1983) and Organisational Commitment Scale

(1993) were widely used as multidimensional scale and unidimensional scale by previous researches. However, in the present study, this scale is used a whole scale (unidimensional).

3.3.1 Job Stress Scale, JSS (1983). Job stress was measured using the Job Stress Scale (JSS) developed by Parker and DeCotiis (1983). The scale consisted of 13 items measuring two components of job stress. The first component, referred to as time stress, consists of eight items (i.e., Items 1, 2, 3, 4, 5, 6, 7 & 8) which is closely associated with the feelings of being under substantial time pressure (e.g., Working here makes it hard to spend enough time with my family). The second component, anxiety, comprises of five items (i.e., Items 9, 10, 11, 12 & 13) which describes job related feelings of anxiety (e.g., I have felt fidgety or nervous as a result of my job). However, in this study, this scale is used as a unidimensional scale.

This scale measures on a 5-point Likert Scale ranging from 1=strongly disagree to 5=strongly agree. This scale has a high reliability for both dimensions where the value of Cronbach's α for time stress dimension is 0.87 and 0.86 for anxiety dimension (Parker & DeCotiis, 1983). The overall reliability when used in other studies also showed high reliability whereby the value of Cronbach's α is 0.87 (Wu & Shih, 2010) and 0.86 (Nasrin & Hojat, 2013).

3.3.2 Organisational Commitment Scale, OCS (1996). Organisational commitment was assessed using Meyer et al. (1993) Organisational

Commitment Scale (OCS). This scale comprises of 18 items measuring three elements of organisational commitment which are affective, continuance and normative commitment.

The first element, affective commitment consists of six items (i.e., Items 1, 1, 2, 3, 4, 5 & 6) measuring the personal bond one feels with their organisation (e.g., I really feel as if the organisation's problems are my own). The second element, continuance commitment also consists of six items (i.e., Items 7, 8, 9, 10, 11 & 12) which is closely associated to one's feeling of staying with the organisation because they do not have anywhere better to go (e.g., I feel that I have too few options to consider leaving this organisation). Similarly, the third element, normative commitment also consists of six items (i.e., Items 13, 14, 15, 16, 17 & 18) which describes employees' feeling of obligation to stay with the organisation (e.g., I would feel guilty if I leave my organisation now) (Jackson et al., as cited by Bonds, 2017).

Items 3, 4, 5 and 13 were reversed coded as these items were negative items. Similarly, this scale is used as a unidimensional scale in this study. The items were measured using 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The validity and reliability of this scale has been further verified and confirmed by numerous scholars (Zopiatis, Constanti, & Theocharous, 2014). In Prachi and Sajid's (2017) study, they found that affective commitment had a Cronbach's α value of 0.87, normative commitment $\alpha = 0.76$ and continuance commitment with α value of 0.79. The overall scale

was also found to have fairly high reliability, $\alpha = 0.76$ in Rana and Ajmal (2012) study.

3.3.3 Turnover Intention Scale, TIS (2004). Turnover Intention Scale (TIS) by Roodt (2004) was used to measure employee's desire to leave their organisation. Examples of the items in TIS were, "How often have you considered leaving your job?", "How likely are you to accept another job at the same compensation level should it be offered to you?" and "How often do you look forward to another day at work?" Responses on items were measured using Osgood's (1964) semantic distinctive approach, with a 5-steps bipolar scale, ranging from *Never to Always, Very Satisfying to Totally Dissatisfying, and Highly Likely to Very Unlikely*. Items 4 and 5 were reversed coded as these items were negative items. This scale has high reliability where a study by Farrell and Rusbult (1992) claimed that TIS has Cronbach's α value of 0.82 while Cronbach's $\alpha = .88$ was found in a study by Labrague et al. (2018).

3.3.4 Demographic Information. The demographic information of participants was also assessed using items which measured their Gender (i.e., Male, Female), Race (i.e., Malay, Chinese, Indian, Others), Marital Status (Single, Married, Others), Age (Below 20 years, 21-40 years, 41-60 years, 60 years above), Working Experience (i.e., 9-12 months, 1-2 years, 3-4 years, more than 4 years) and also Department (i.e., Administration, Operation).

3.4 Pilot Study

Zailinawati Abu Hassan et al. (2006) described pilot study as a “small study to experiment research protocols, data collection instruments, sample recruitment strategies and other research techniques in preparation for a larger study”. A pilot study is crucial to spot potential problem areas and deficiencies in the research instruments and protocol prior to implementation in the full study (Zailinawati et al., 2006). Baker (1994) found that the sample size for pilot study should be 10-20% of the sample size from the actual study. According to G*Power analyses software, the calculated sample size for the present study is 107, hence, the sample size for the pilot study is $n = 20$, 18.69% of the study’s actual participants.

Among the 20 participants, majority of them were female, 14 (70%) of the participants were female and the remaining 6 (30%) were male. 11 out of 20 participants (55%) were Chinese, 5 (25%) were Malay, 2 (10%) were Indian and the remaining 2 (10%) were of other races. Majority of the participants were Single, 21-40 years old, has working experience less than 1 year and working in the admin department. The demographic information of the participants for pilot study were tabulated in Table 3.1.

Table 3.1

Frequency and percentage of pilot study participants' demographic features

Variables	Frequency	Percentage (%)
<i>Gender</i>		
Male	6	30
Female	14	70
<i>Race</i>		
Malay	5	25
Chinese	11	55
Indian	2	10
Others	2	10
<i>Marital Status</i>		
Single	12	60
Married	8	40
<i>Age</i>		
21-40 years old	18	90
41-60 years old	2	10
<i>Experience</i>		
Less than 1 year	4	20
1-2 years	3	15
2-3 years	1	5
3-4 years	2	10
More than 4 years	10	50
<i>Department</i>		
Operation	16	80
Administration	4	20

3.4.1 Reliability Analysis. A reliability analysis was also conducted on the instruments used in this pilot study. According to Mahtab and Abdullah (2016), the general principle for describing reliability using Cronbach's alpha is $\alpha \geq 0.9$ is excellent; $0.7 \leq \alpha < 0.9$ is good; $0.6 \leq \alpha < 0.7$ is acceptable; $0.5 \leq \alpha < 0.6$ is poor and $\alpha < 0.5$ is unacceptable. Based on this, it is assumed that all three instruments, TIS (6 items; $\alpha = .803$), JSS (13 items; $\alpha = .786$) and OCS (18 items; $\alpha = .819$) has good reliability as all instruments has Cronbach's alpha value above .70.

3.5 Procedures

Prior to submitting an application letter requesting for permission to conduct this study (Appendix B), an ethical clearance was obtained from the University's Institute of Post Graduate & Research Department, IPSR (refer Appendix A). In the application letter, the purpose of study and the necessity of selecting hotel employees as the participants for this study were further explained. This application letter was emailed to the Human Resources Department of the selected hotels to obtain permission to conduct this study in the hotels.

Once the application request is approved by the Human Resources (HR) Department of the selected hotels, data collection proceeded with the distribution of questionnaires to the participants with the help of the HR Department representative. This study involved participants from all departments in the hotel. Questionnaires were distributed using convenient sampling, participants were selected according to their availability at the time of distribution. Apart from that, an online survey was prepared for hotels who preferred online survey instead of hardcopy survey forms. The online survey forms were prepared using google forms and the link is shared to the respective hotels. Two separate links were prepared to differentiate between Kuala Lumpur respondents and Ipoh respondents.

Questionnaires were distributed to the participants through the HR Department where the questionnaires consisted of Participant Information Sheet

(refer Appendix C), Demographic Form (refer Appendix D), and the combined questionnaires of all the instruments (refer Appendix E) that will be used in this study. A stamped and signed A4 sized envelope was provided together with the surveys for participants to submit their completed questionnaires. This step is to protect the confidentiality of the data obtained from participants. By using the stamped and signed envelopes provided, the participants do not need to worry about others reading their responses in the questionnaire.

3.5.1 Ethical Considerations. A participant information sheet with brief explanation on the study's objectives and hypotheses was attached together with the questionnaire. The questionnaire comprises of the combined Job Stress Scale (1983), Organisational Commitment Scale (1993) and the Turnover Intention Scale (2004). The participant information sheet further explained participants' data confidentiality and rights to withdraw. Each participant was given this information sheet and ensured that their data will not be disclosed to anyone else besides the researcher and would only be used for educational purposes. 3

To ensure participants' confidentiality and to avoid any data violation throughout the whole research process, participants were provided with a stamped and signed A4 sized envelope. An A4 sized envelope with a custom stamp and researcher's signature, was provided to each participant together with the questionnaires. The participants were informed that they are to submit their questionnaires using the provided envelope and to seal the envelope once they completed the questionnaire. Since the data collection involves a third party

(e.g., Human Resource representative of the organisation) thus these measures were taken to make certain that their confidentiality is secured. Upon completion of this study, the questionnaires obtained were shredded and disposed.

3.6 Data Analysis

For this study, data obtained were computed into IBM Statistical Package for Social Sciences (SPSS) Statistics version 25. Out of the 150 questionnaires distributed, only 100 (66.67%) of the questionnaires were returned. Nonetheless, 30 data were gathered using the online survey method and the data were transferred to hardcopy forms to ease the data analyzing process.

All the data obtained were entered into IBM SPSS Statistics 25. Both descriptive and inferential analysis were computed where descriptive analysis was used to analyse participants' demographic information such as gender, race, marital status, age, working experience and department. Nonetheless, for inferential analysis, PROCESS Macro by Hayes (2012) was used to analyse the mediating effect of organisational commitment on job stress and hotel employees' turnover intention. Through the mediation analysis, the regression result explaining the relationship between job stress, organisational commitment and turnover intention was also obtained.

For hypothesis 1, the regression results were used to explain how job stress can predict and explain the variance of turnover intention. Similarly, for hypothesis 2 and 3, regression was used to explain how job stress can predict and explain the variance of organisational commitment and also how turnover intention is predicted and explained by organisational commitment. As for hypothesis 4, PROCESS Macro by Hayes (2012) was used to gauge and explore how job stress has a direct effect on hotel employees' turnover intention and also to examine the indirect effect of job stress on hotel employees' turnover intention with organisational commitment as the mediator. Model 4 in PROCESS Macro (Hayes, 2012) was used as the mediation model (refer Figure 3.1).

According to Preacher and Hayes' Mediation Model (2012), when M is added to the relationship of X and Y, the indirect effect is quantified by the value of ab . Mediation is confirmed when the value of ab is different than zero. The correlation between X and Y is neither sufficient nor necessary to indicate that X has an impact on Y (Hayes, 2013).

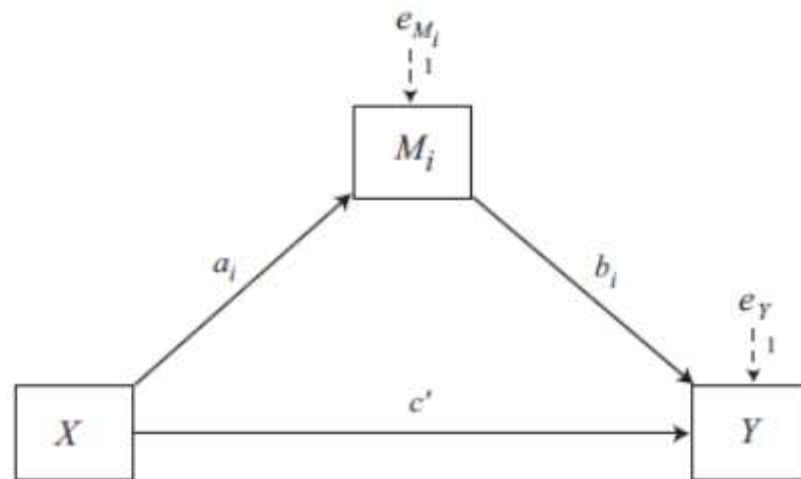


Figure 3.1: Preacher and Hayes Mediation Model

X = Job Stress

Y = Turnover Intention

M_i = Organisational Commitment

Indirect effect of X on Y through $M_i = a_i b_i$

Direct effect of X on Y = c'

Mediation, total effect = $c' + ab$

According to Preacher and Hayes (2008) mediation has occurred if ab is statistically significant. There are several methods to validate the indirect effect including Barron and Kenny's (1986) Joint Significance Test, Sobel's Test (1982) and the most frequently used method is bootstrapped confidence interval. Bootstrapping involves the process of replicating data set and the indirect effect in every replicated data set are estimated (Preacher & Hayes, 2008). In other words, the sample in this study is presumed to be a population and samples are replicated from this population. The value of upper and lower 95% confidence interval must not include zero in order to affirm that there is a significant mediation.

CHAPTER 4

RESULTS

4.1 Data Cleaning

The data collected were entered into IBM SPSS Statistics 25 and data cleaning was performed to remove any missing data. 23 data were removed from the data set due to missing response using listwise deletion method. The initial sample size for this study was 130 however after removing the participants with missing response, the usable total sample size for this current study is 107.

4.2 Descriptive Analysis

Descriptive analysis was used to further describe and summarize the data obtained for easier understanding. In this study, the profile of participants was summarized in the form of frequency. The data was also tested for normal distribution before proceeding with the inferential analysis.

4.2.1 Profile of Participants. Based on the questionnaires distributed, data from 107 participants were selected to be the final sample for this study after data cleaning. Out of the 107 participants, 63 (58.9%) of them are female and 44 (41.1%) are male. Majority of the participants were Chinese (43.9%), 36

(33.6%) of them were Malay. 16 (15%) were Indian and the remaining 8 (7.5%) were of other races. 61 (57%) out of 107 participants were single, 42 (39.3%) were married and the remaining 4 (3.7%) were neither.

Most of the participants were 21-40 years old (72%), 6 (5.6%) were less than 20 years old, 21 (19.6%) were 41-60 years old and very few were older than 60 years old (2.8%). As for their working experience, 18 (16.8%) had less than 1-year experience, 22 (20.6%) had 1-2 years of experience, 13 (12.1%) had 2-3 years of experience, 9 (8.4%) had 3-4 years of experience and the remaining 45 (42.1%) participants had more than 4 years of experience. Lastly, 46 out of 107 (43%) were working in the administrative department and the remaining 61 (57%) were working in the operation department. The frequency and percentage of participants' demographic features is tabulated in Table 4.1.

Table 4.1

Frequency and percentage of participants' demographic features, N = 107

Variables	Frequency	Percentage (%)
<i>Gender</i>		
Male	44	41.1
Female	63	58.9
<i>Race</i>		
Malay	36	33.6
Chinese	47	43.9
Indian	16	15.0
Others	8	7.5
<i>Marital Status</i>		
Single	61	57.0
Married	42	39.3
Others	4	3.7
<i>Age</i>		
Less than 20 years old	6	5.6
21-40 years old	77	72.0
41-60 years old	21	19.6
60 years above	3	2.8
<i>Experience</i>		
Less than 1 year	18	16.8
1-2 years	22	20.6
2-3 years	13	12.1
3-4 years	9	8.4
More than 4 years	45	42.1
<i>Department</i>		
Administration	46	43
Operation	61	57

4.2.2 Normality test. In parametric statistical analysis, it is necessary to assess whether the data are normally distributed to ensure that the interpretation and inference are reliable and valid (Normadiah & Yap, 2011). Hence, the data distribution of this study was tested using Kolmogorov-Smirnov and Shapiro Wilk test and also by checking the values of skewness and kurtosis. Both Kolmogorov-Smirnov and Shapiro Wilk tests showed non-significant results ($p > 0.05$) hence the data set used in this study are assumed to be normally distributed with a skewness of -.062 and kurtosis of -.470. Table 4.2 shows the results of the normality tests.

Table 4.2

Test of Normality

	Statistics	df	Significance
Kolmogorov-Smirnov	0.082	107	0.073
Shapiro Wilk	0.987	107	0.399

4.3 Assumptions for Multiple Linear Regression

Before proceeding with the multiple regression analysis, several analyses were computed to ensure that the assumption for multiple regression analysis are met. To ensure reliable and valid assumptions are obtained, the data set was tested for several assumptions such as, linear relationship between the variables, no multicollinearity between the predictor (independent) variables, residuals are normally distributed and independent, and also the homoscedasticity assumption.

4.3.1 Linear relationship between predictor (independent and mediating)

and dependent variable. The first assumption for multiple linear regression is that relationship between the predictor and dependent variable can be characterized by a straight line. To assure that this assumption was met, the relationship between the predictor and dependent variable was tested using a scatterplot. Since there are two predictor variables for this study, two scatterplots were created using SPSS 25 where the first scatterplot shows the relationship between job stress and turnover intention (refer Figure 4.1) and the second scatterplot shows the relationship between organisational commitment and turnover intention (refer Figure 4.2). Based on the scatterplots, both

predictor variables showed that their relationship with the dependent variable can be modelled by a straight line thus it can be assumed that relationship between job stress and turnover intention is linear and so is the relationship between organisational commitment and turnover intention.

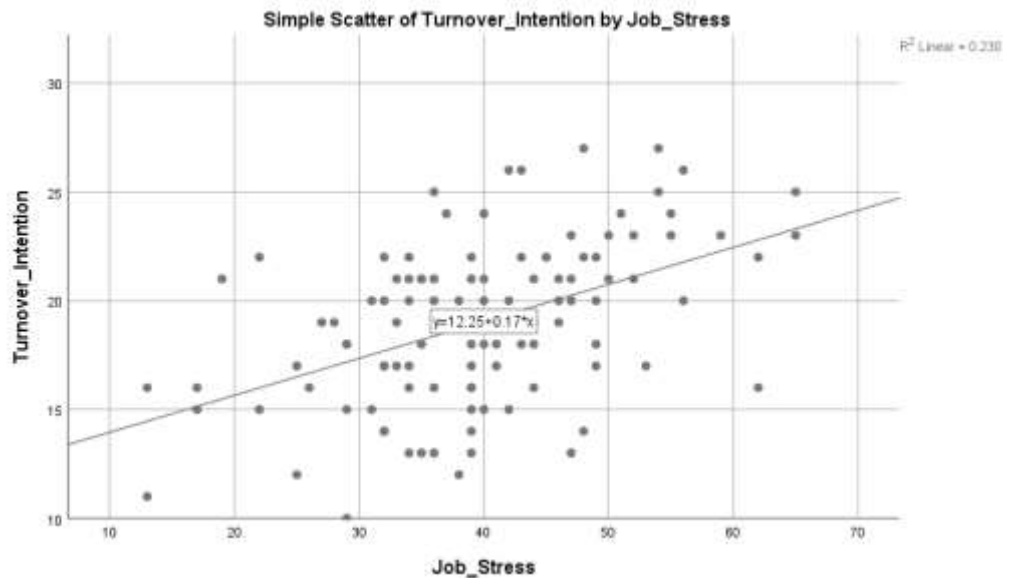


Figure 4.1: Relationship between Job Stress and Turnover Intention

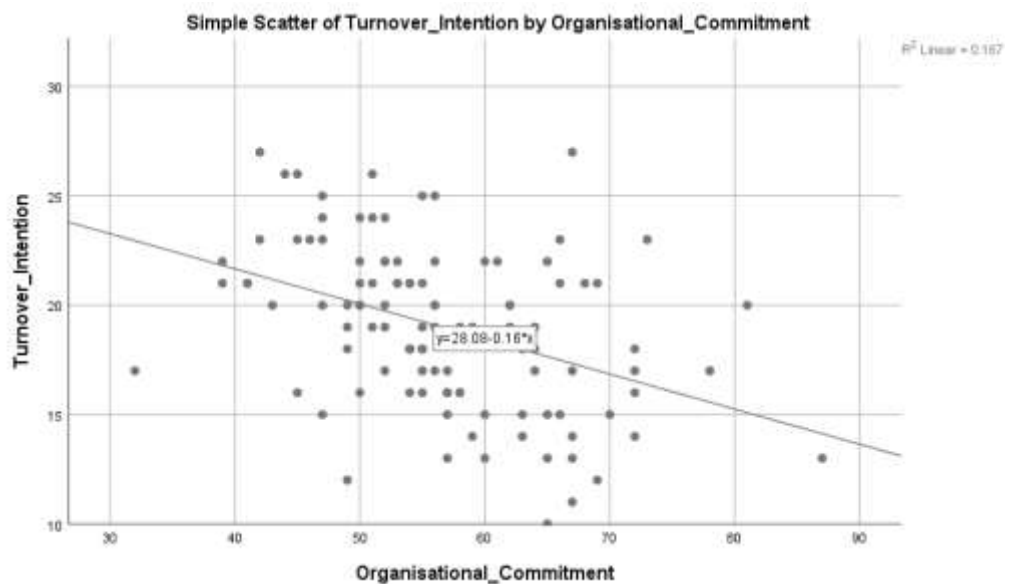


Figure 4.2: Relationship between Organisational Commitment and Turnover Intention

4.3.2 Multicollinearity between the predictor variables (independent and mediating variable). Next, multiple linear regression requires the multicollinearity between predictor variables, where for this study are job stress and organisational commitment to be low. This step is to ensure that the independent and mediating variables does not have a high correlation with one another.

The multicollinearity between job stress and organisational commitment were tested using two methods where firstly, Pearson's correlation was used to test the correlation between job stress and organisational commitment. The test showed that there is a non-significant negative correlation between job stress and organisational commitment, $r(105) = -.15$, n.s.

To further validate the assumption of no multicollinearity between job stress and organisational commitment, the tolerance and variance inflation factor, VIF for both variables was tested using IBM SPSS Statistics 25 and results confirmed that multicollinearity wasn't a concern for this study. According to Pallant (2007) if value for Tolerance is above 0.1 and VIF value is less than 10, (Job Stress, Tolerance = .98, VIF = 1.02; Organisational Commitment, Tolerance = .98, VIF = 1.02) it can be assumed that there is no multicollinearity between job stress and organisational commitment. Table 4.6 tabulates the Tolerance and VIF scores for both job stress and organisational commitment.

Table 4.3

Tolerance and VIF for job stress and organisational commitment

	Collinearity	
	Tolerance	VIF
Job Stress	0.976	1.024
Organisational Commitment	0.976	1.024

4.3.3 Independence of observation. In order to achieve a reliable and valid results from multiple linear regression, it is necessary that the data set is tested for the assumption that the residuals are independently distributed and there's no autocorrelation in the data. Durbin-Watson was used to test this assumption and the data set is said to be independently distributed if the Durbin-Watson value is between 1.5 to 2.5 (Field, 2009). Results showed that the Durbin-Watson value for this regression model is 2.14 thus it can be assumed that the residuals are independent from each other and the assumption has been met.

4.3.4 Homoscedasticity. The data set was also tested for homoscedasticity using a scatterplot. Homoscedasticity is the assumption that the variation in the residuals (amount of error in the model) is similar at each point of the model. Therefore, the data is considered homoscedastic if the residuals are distributed equally across the regression line (Pallant, 2007). Based on Figure 4.3, it can be concluded that the homoscedasticity assumption has been met as the points in the graphs are scattered and look like a random array of dots.

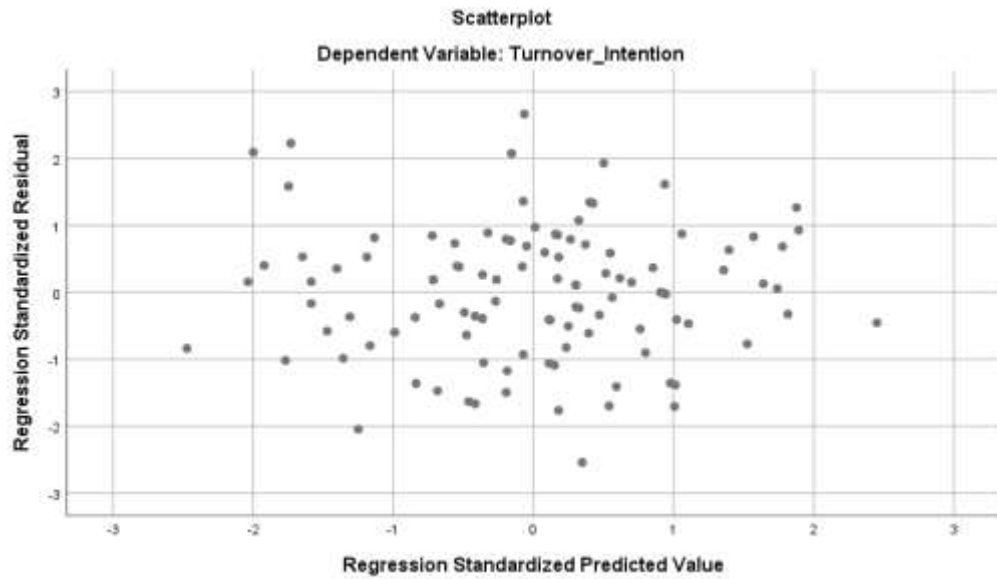


Figure 4.3: Scatterplot for homoscedasticity

4.3.5 Normally distributed residuals. The next assumption for multiple linear regression is that the values of the residuals are normally distributed. To test this assumption, a P-P plot was used. Based on Figure 4.4, it can be concluded that this assumption is met since the residuals are distributed close to the normality line.

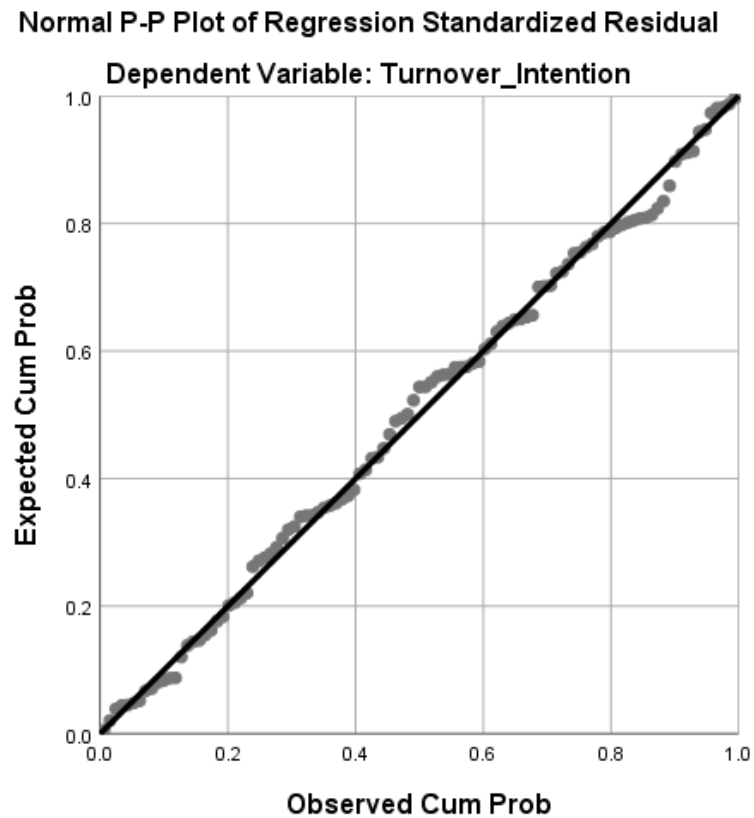


Figure 4.4: P-P plot of regression standardized residual

4.3.6 No significant outliers. Lastly, the data set for tested for the drastic outliers in the model as outliers may reduce the fit of the regression equation that is used to predict the value of the dependent variable based on the predictor variables. Therefore, Cook's Distance was used to test this assumption and the results showed that there are no significant outliers and individual cases were not inordinately influencing the model (refer Appendix F) since the value of Cook's Distance were less than 1 (Tabachnick & Fidell, 2007).

4.4 Reliability analysis

Based on the data collected for the present study, the Cronbach's alpha for Job Stress Scale (JSS) was .92 ($M = 39.70.0$; $S.D. = 10.56$). Next, the Cronbach's alpha for Organisational Commitment Scale (OCS) was .83 ($M = 56.60$; $S.D. = 9.54$). Last but not least, the Cronbach's alpha for Turnover Intention Scale (TIS) was .72 ($M = 19.00$; $S.D. = 3.74$). Hence, according to Cronbach's alpha coefficient obtained, it can be concluded that all the instruments have good reliability as the coefficients were well above .70 (Pallant, 2007). Table 4.4 shows the reliability results for JSS, OCS and TIS.

Table 4.4

Reliability results for JSS, OCS and TIS

	<i>N</i>	Cronbach's Alpha, α
Job Stress Scale	13	0.92
Organisational Commitment	18	0.83
Turnover Intention	6	0.72

4.5 Validity Analysis

Factor analysis was used to analyse the validity of the Job Stress Scale (JSS), Organisational Commitment Scale (OCS) and Turnover Intention Scale (TIS). The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was used together with Bartlett's Test of Sphericity (BTS) to evaluate whether the instruments measured what it is intended to measure. According to Liew and

Noraini Idris (2017), the KMO value should be greater 0.6 and BTS must be significant at $p < .05$ in order to assume that the instruments are valid. The results showed that the value of KMO for Job Stress Scale (JSS) was .89, Organisational Commitment Scale (OCS) was .76 and Turnover Intention Scale (TIS) was .74, respectively. Therefore, it can be concluded that all of the instruments were valid. Table 4.5 shows the validity results for JSS, OCS and TIS.

Table 4.5

Validity results for JSS, OCS and TIS

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Approx. Chi-Square	<i>df</i>	Sig
Job Stress Scale	0.89	845.88	78	0.000
Organisational Commitment	0.76	1002.36	153	0.000
Turnover Intention	0.74	236.81	15	0.000

4.6 Correlation Analysis

Table 4.6 reports the correlation analysis for job stress (JS), organisational commitment (OC) and turnover intention (TI). Results showed that there is a significant positive correlation between JS and TI $r(107) = .48, p < .01$. Next, results showed that there is no significant correlation between JS and OC $r(107) = -.15, p > .05$. Last but not least, significant negative correlation was found

between OC and TI $r(107) = -.41, p < .01$. Table 4.6 shows the correlation analysis between JS, OC and TI.

Table 4.6

Pearson correlation for JS, OC and TI

	Job Stress	Organisational Commitment
Job Stress	-	-0.15
Organisational Commitment	-	-
Turnover Intention	0.48**	-0.41**

4.7 Common Method Variance (CMV)

Common method variance is also tested prior to data analysis to ensure that there is no common method bias issue. Common method variance is defined as the variance that is attributable to the measurement method rather than to the constructs the measures represent. Harman's single factor test was used to analyse the common method variance where this technique involves inputting all the variables of this study into an exploratory factor analysis and the unrotated factor solution is analysed to ascertain the number of factors that are imperative to account for the variance in the variables (Padsakoff et al., 2003).

The Harman's single factor test is a widely used to assess the extent to which common variance may be a problem however, it does not suggest remedies or methods to control and minimise the common method variance in the data. Harman's single factor test was analysed using SPSS 25.0 and the

results showed that one factor only accounts for 24.73% of total variance among the variables (Appendix G). Since it is far less than 50% (Podsakoff & Organ, 1986) it can be concluded that common method bias is not an issue in this study.

4.8 Inferential Analysis

Once the data set was confirmed to be reliable, valid and have met all the assumptions for multiple linear regression, data analysis proceeded to test the hypotheses in this study. SPSS 25.0 was used to investigate whether both job stress and organisational commitment predicts turnover intention. According to Preacher and Hayes (2008), the independent variable (variable X) must significantly account for the variability in the mediating variable (variable M) in order for M to be a mediator. Since the correlation analysis revealed that there is no significant correlation between job stress (X) and organisational commitment (M), the data analysis did not proceed with mediation analysis as the data set does not meet the criteria for mediation to occur. Hierarchical regression model was used to further investigate the relationship between job stress, organisational commitment and turnover intention.

4.8.1 Job Stress on Turnover Intention. For the first block analysis of the hierarchical regression analysis (Appendix H), job stress was analysed to investigate whether it predicted turnover intention. Based on the regression results, it can be observed that job stress positively predicted turnover intention ($\beta = .48, p < .001$). The results of the first block hierarchical regression analysis

revealed that the model was statistically significant ($F(1, 105) = 31.43, p < .001$) and accounted for 23.0% of the variance. Therefore, H1 was supported. Refer to Table 4.7.

4.8.2 Job Stress on Organisational Commitment. Previously, correlation analysis showed that there is no significant correlation between job stress and organisation commitment. However, regression analysis (Appendix I) was also implemented to further confirm whether job stress predicts organisational commitment. The results showed that job stress is not a significant predictor of organisational commitment ($\beta = -.15, p > 0.05$). Hence, H2 is not supported. Refer to Table 4.8.

4.8.3 Organisational Commitment on Turnover Intention. For the second block analysis of the hierarchical regression analysis (Appendix H), organisational commitment was added to regression model. The results revealed the model to be statistically significant ($F(2, 104) = 27.44, p < .001$) and accounted for 34.5% of the variance. When organisational commitment was added to the model (Model 2), the results showed that both job stress and organisational commitment positively predicted turnover intention ($\beta = .43, p < .001$; $\beta = -.34, p < .001$). Therefore, H3 was supported. Refer to Table 4.7

Table 4.7

Model summary and coefficients of job stress and organisational commitment in predicting turnover intention ($N = 107$)

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>p</i>
		<i>B</i>	<i>SE</i>	β		
1	(Constant)	12.25	1.25		9.84	0.00
	Job Stress	0.17	0.03	0.48	5.61	0.00
2	(Constant)	20.61	2.27		9.08	0.00
	Job Stress	0.15	0.03	0.43	5.32	0.00
	Organisational Commitment	-0.14	0.03	-0.34	-4.28	0.00

Table 4.8

Model summary and coefficients of job stress in predicting organisational commitment ($N = 107$)

		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>p</i>
		<i>B</i>	<i>SE</i>	β		
	(Constant)	62.12	3.58		17.37	0.00
	Job Stress	-0.14	0.09	-0.15	-1.60	0.11
<i>F</i>	2.55					
<i>R</i>	0.15					
<i>R</i> ²	0.02					

4.8.4 Job Stress on Turnover Intention through Organisational Commitment. According to Preacher and Hayes (2008), the independent variable (variable X) must significantly account for the variability in the mediating variable (variable M) in order for M to be a mediator. Since both the correlation analysis and regression analysis revealed that there is no significant correlation between job stress (X) and organisational commitment (M), and that job stress does not predict organisational commitment, the data analysis did not proceed with mediation analysis as the data set does not meet the criteria for mediation to occur.

CHAPTER 5

DICUSSION

5.1 Job Stress and Turnover Intention

The findings of this study showed that job stress does predict hotel employees' turnover intention. Hotel employees who perceived their job as stressful has greater resolution to leave their job than those who do not perceive their job as stressful. In this study, hotel employees experience stress when they need to deviate from their daily functioning in their workplace (Lazarus & Folkman, 1984). Due to the nature of the hotel industry, it is inevitable for employees to work long hours, have irregular working schedules (i.e. working shifts vary from day to night), and having to deal with heavy workloads such as working more than 8 hours a day due to the inability to complete their work in time. These stressful and demanding condition eventually causes employees' exhaustion thus increasing hotel employees' intention to quit (Yavas et al., 2013).

This finding is in line with the past study by Yavas et al. (2013) who found that job stress in the form of hindrance and challenge stressors, enhances frontline hotel employees' turnover intention. Similarly, a study by Namra and Tahira (2017) revealed that increase in employees' intention to quit is due to high level of stress and that their intention to quit can be reduced by lowering

the level of stress in employees. Both of these studies investigated the stress level and turnover intentions of frontline employees which includes only the front office department and service department (E.g. Food and Beverage Department) however this study includes all the departments in hotels. Nonetheless, the study by Patcharanan and Vanchai (2016) also found that job stress predicts hotel chef's turnover intention.

5.2 Job Stress and Organisational Commitment

The findings of this study showed that job stress failed to predict hotel employees' organisational commitment and the correlation between the two variables was weak and not significant ($r = -.15, p > .05$). This finding therefore contradicts past studies which found strong and significant relationship between job stress and organisational commitment. Misbah et al. (2016) found negative correlation between job stress and organisational commitment among banking employees in Pakistan. Similarly, Sa'odah (2016) too found significant negative relationship between public servants' job stress and organisational commitment. Farhad and Masumeh (2015) also found that nurses' organisational commitment was negatively correlated with job stress. Despite the findings of previous researches, the current study failed to support these findings.

Despite the strong evidence of the relationship between job stress and organisational commitment shown in past studies, the difference in the findings of the present study may be the result of how hotel employees perceive job stress

based on their personality. According to the transactional model of stress (Lazarus & Folkman, 1984), there are objective conditions that can be considered stressors and individuals vary in the degree and type of their reaction to identical stressors (Jiang et al., 2020). Past research suggests that lack of commitment and high turnover rate among employees is due to the employment of individuals with unsuitable personalities. Having said that, in order to recruit individuals that would suit the job, it is suggested that the selection procedure should search for talents beyond technical skills and assess other features such as personality traits as individuals with more expressive personalities tend to form and utilize relationships that would aid them in facing stressful situations (Lee et al., 2020).

Employees who have better quality of interpersonal relationship with supervisors, peers and supervisees (Lee et al., 2020) tends to seek for their colleagues' solace when encountered with work-related problems (Farhad & Masumeh, 2015). Individuals with higher hope (a psychological trait), are better equipped to overcome difficulties as they have better coping capabilities thus enabling them to mitigate the detrimental effects of exhaustion and stress faced in their jobs (Yavas et al., 2013). Therefore, despite being in a stressful working environment, hotel employees do not necessarily feels detached or have a lower sense of involvement (organisational commitment) with their organisation. In fact, employees' responses and reaction would depend on their personality and how they cope with the stressful events faced at work.

Besides, other favorable work experiences such as flexible work policies, defined career expectations and short employment contract (Prachi & Sajid, 2017) was also found to enhance hotel employees' organisational commitment. Therefore, maybe due to these reasons, job stress was not a predictor for organisational commitment as other factors contributes greater to hotel employees' commitment since stress is always present and inevitable in the hospitality industry. In short, employees who are very stressed at work does not necessarily feel less committed to their organisation as there are other factors that make them committed towards their organisation despite their stressful working environment.

Nonetheless, past studies conducted on the hospitality industry yielded weak relationship between job stress and organisational commitment. A study by Akpulat et al. (2016) showed that there is a very weak negative relationship between job stress and organisational commitment. Pekersen (2015) and Yigit (2009) on the other hand, found very weak positive relationship between job stress and organisational commitment. However, Duzgun (2014) found moderate positive relationship between organisational stress and organisational commitment. Thus, the relationship between job stress and organisational commitment can be seen to be quite inconsistent especially in the hospitality industry.

5.3 Organisational Commitment and Turnover Intention

The results of this study also revealed that organisational commitment does predicts hotel employees' turnover intention. Employees who have personal affection and feels a strong bond towards their organisation tend to stay loyal and wants to remain being part of their organisation (Prachi & Sajid, 2017). Employees also tend to stay with their organisation when they feel like they're obliged to stay as they feel like they owe it to their organisation who has provided job to them enabling them to support themselves and their families (Prachi & Sajid, 2017). Some employees are unable to leave their organisation due to family attachments and are not able to find anything better that can replace their employment with their organisation (Prachi & Sajid, 2017). Besides that, favorable work experiences such as short employment contract, flexible work polices and defined career expectations (Prachi & Sajid, 2017) may also indirectly enhance hotel employees' commitment thus heightening their intention to stay with their organisation and putting all efforts to safeguard the assets of the organisation.

The findings of this study supported past studies which claimed that employees' turnover intention is influenced by their level of commitment towards their organisation. Prachi and Sajid (2017) found a negative relationship between the commitment of middle level managers from both public and private sector organisations and their turnover intention. Similarly, other studies found that frontline clinical manager's intention to quit is negatively associated with organisational commitment and that their intention

to quit is low when their commitment is high (Wong & Laschinger, 2015). Gatling et al. (2014) also found that employees in the hospitality industry in USA have lowered turnover intention when their organisational commitment increases.

5.4 Organisational Commitment Mediates Job Stress and Turnover Intention

The findings of this study indicated that organisational commitment does not mediate the relationship between job stress and turnover intention. Hotel employees' turnover intention is predicted by job stress however organisational commitment does not play a significant role in mediating the relationship between the two. In other words, when hotel employees are stressed, the presence of organisational commitment does not increase nor decrease their intention to quit. Organisational commitment failed to mediate the relationship between job stress and turnover intention because of the insignificant relationship between job stress and organisational commitment. Since there is no significant correlation between job stress and organisational commitment, it is not possible for organisational commitment to have an indirect effect on both job stress and turnover intention.

This finding again contradicts with past studies whereby Adiet al. (2018) found significant relationship between work stress and call center worker's turnover intention when mediated by organisational commitment. Madiha et al.

(2017) also found significant results on Pakistan teacher's organisational commitment mediating occupational stress and turnover intention. On the other hand, work pressure was found to mediate the relationship between business personnel in Taiwan organisational commitment and their turnover intention (Hung et al., 2018). Hence, the finding of this study does not support past studies as organisational commitment does not mediate the relationship between job stress and hotel employees' turnover intention.

5.5 Research Limitations and Suggestion for Future Studies

In a self-report-based questionnaire, self-report bias tends to be one of the most common and greatest limitation in every social science research. This is due to the tendency of participants to complete questionnaires based on the assumption that there are certain answers or responses which are more desirable than others. Hence, instead of giving honest opinions and choosing their own options, participants tend to go with selections which they assume are more generally desirable. Therefore, future researches should incorporate other methods in collecting data by using interviews or observations to overcome this self-report bias. For example, the participants can be interviewed on how do they feel about their job to identify whether participants have been answering truthfully in the surveys.

Another limitation is the language used in the surveys for this study. The sample for this study comprises of hotel employees from four and five-stars

hotels thus the participants were expected to have a decent level of English proficiency. Based on the feedback received from the participants, some of them find it hard to understand the questions in the surveys and might have misinterpreted the questions thus causing inaccurate findings. Despite working in four and five-stars hotels, some employees may still lack of English fluency especially those working at the back of the house departments which do not require a decent English as they do not deal with hotel guests. Therefore, it is advisable for future researches to conduct a proper translation before administering the surveys. By doing so, it could reduce the inaccuracy of the results obtained since participants would have a better understanding and could respond appropriately. For example, the surveys can be translated into Malay, Chinese and Tamil language to help ease the answering process.

5.6 Implication of Study

Theoretical Implication

The present study contributed to the current literature of job stress, organisational commitment and turnover intention among hotel employees in Malaysia. Since there were very limited studies on how job stress and organisational commitment leaves an impact on hotel employees' turnover intention, this study could serve as a reference for future researches that focuses on factors of employees' turnover intention in the Malaysian hotel industry population. For instance, future researchers could further investigate factors that could predict hotel employees' stress level, heightening these employees'

turnover intention and eventually causing employees to leave their job. Nonetheless, future researchers could also investigate the components that could help increase employees' commitment towards their organisation ensuring that employees have low or no intention to leave their job.

In the past, most of the studies on job stress, organisational commitment and turnover intention only focuses on frontline hotel employees. Employees of other departments such as housekeeping and administration are often overlooked and excluded from such research. Therefore, the present study further contributed to the literature as employees from various departments/division in the hotel organisation were included hence, serving as a better representation of the Malaysian hotel industry population. Another implication of the present study is that it also verifies the application of social exchange theory by Blau (1964) in the Malaysian hotel industry context. In this regard, the findings expand the existing knowledge system of the social exchange theory (Blau, 1964) and found that this theory is suitable to explain how job stress and organisational commitment predicted hotel employees' turnover intention.

Practical Implication

The findings of this study showed that employees' who experience stress at work have greater intentions to leave their job. Similarly, employees who are committed to their organisation have lesser tendency to leave their organisation. Some of the factors of why hotel employees feel committed to their organisation included, they feel a personal bond towards their organisation (affective

commitment), they have nowhere better to go (continuance commitment) or they feel like they owe the organisation (normative commitment). Since turnover issue is prominent in the hotel industry, Malaysian hotels can use this study as a basis to introduce measures that would help reduce their employees' stress and enhance their employees' commitment to combat turnover issues in their organisation.

Nonetheless, this study helps create awareness by providing insights to hotel owners and managers, on the significance of job stress and organisational commitment in leaving an impact on hotel employees' turnover intention in the Malaysian population. This study further confirmed that both job stress and organisational commitment does predict hotel employees' turnover intention. Turnover issue should be tackled in the early stages as it may cause indirect costs to the hotel such as loss of business, decreased morale and reduced commitment among the remaining employees (Prachi & Sajid, 2015). When an employee leaves, the hotel's operation might be disrupted especially if the employee was a high performing employee and was an asset to the organisation (Akgunduz & Sanli, 2007). Loss of high performing employee does not only disrupt the hotel's operation but also reduces the morale of the remaining employees and hinders the teamwork of the department. This is because remaining employees might have to work extra shifts in order to make up for the lack of manpower in their department. Besides that, loss of talented employees also leaves an impact on the hotel as the hotel would need to spend time in recruiting new talents to replace them. Apart from the recruitment

process, it would also be costly for the organisation to train the new hires to cater the needs of the hotel (Akgunduz & Sanli, 2017).

By identifying the significance of the relationship between job stress, organisational commitment and turnover intention, this study could provide insights to hotel owners and managers on how to overcome turnover issues which has been prominent in the hotel industry by focusing on the factors that could lead to turnover behaviours among hotel employees. Since job stress is one of the confirmed predictors for turnover intention among hotel employees and turnover intention measures the probability of an individual to leave the organisation in the near future (Emiroglu et al., 2015), hotel owners and managers should implement measures or interventions that is aimed to reduce stress in the workplace. For example, the hotel industry is known to have high level of stress due to their service-oriented nature and constant communication between employees are bound to create interpersonal conflicts, staff stress and burnouts (Emiroglu et al., 2015), therefore hotel owners and managers could help employee to cope with this challenge by providing proper training communication training to every new hires especially if these new hires do not have experience in customer service.

By providing proper training to new hires, the hotel could reduce the level of stress in the workplace. When employees are equipped with the proper skills needed to deal with the challenges faced by the service-oriented nature industry (i.e., interpersonal conflict and miscommunication with customers or guests), the working environment would not be so stressful for the employees.

In addition, hotel owners and managers could also impose flexible working hours to help reduce the work-family conflict faced by their employees. It is not uncommon for working parents to face conflicting schedule issues especially when the hotel industry mostly has multiple shift schedules. The working environment in the hotel industry is also perceived as stressful due to its long and irregular working hours, and the need to stand most of the time especially for employees in the operation and service line. Hence, implementing flexible working hours could help hotel employees to cope with the high demands of the hotel industry.

Organisational commitment is another factor that was confirmed to be the predictor of hotel employees' turnover intention. In other words, hotel owners and managers could tackle employee turnover issue by taking the approach to increase employee organisational commitment. One of the ways that could increase employees' commitment is by giving recognition to their employees through different forms including certificates and rewards with monetary values. These recognitions could be given during meaningful events or celebrations such as during annual events (i.e., annual dinner or team building) or during festive celebrations. For example, hotel owners and managers could reward their employees with high performance by awarding them certificates or cash vouchers annually and announcing their achievement through the company newsletter/notice board as a form of gratitude and appreciation towards their employees. By giving recognition to the employees, employees would feel that their effort and hard work is being appreciated thus increasing their affective commitment towards the organisation. In addition, employees would also feel

empowered if their effort are being recognized by the organisation, thus enhancing their personal bonds towards their organisation.

Hotel employers and managers could also increase their employees' organisational commitment by implementing leisure activities that could inculcate fun in the workplace. For example, hotel employers and managers could make an effort to organize a monthly fitness session or outdoor activities such laser tag or bowling competition to increase employees' sense of belonging towards the organisation. During these activities, employees could enhance the personal bonds with their colleagues and peers thus increasing the sense of affective commitment towards their organisation. Nonetheless, employees would look forward to coming to work daily as they would perceive their workplace as their second home due to the sense of commitment towards their organisation. Employees with high commitment towards the organisation would not only increase employees job performance, motivation and job satisfaction (Prachi & Sajid, 2017) but also have lesser intention to leave the organisation or to quit their job.

5.7 Conclusion

The present study revealed several findings that both supported and contradicted the findings of past researches. This study further confirmed that both job stress and organisational commitment definitely played a role in predicting hotel employees' turnover intention. When employees experience stress at work, their

intention to quit is greater. Likewise, employees who lack commitment towards their organisation tend to have greater turnover intention. This study serves as an eye opener that job stress does not necessarily predict organisational commitment especially in the hotel industry despite the strong evidence shown in past studies. Even though the relationship between job stress and organisational commitment is evident in other industries such as banking, and education industry, the effect of job stress on organisational commitment is not that prominent in the hospitality industry. Thus, this study could serve as a basis for future research to be conducted especially to further explore the factors that may predict hotel employees' job stress and organisational commitment and turnover intention.

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Appendix A



UNIVERSITI TUNKU ABDUL RAHMAN
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Re: U/SERC/82/2019

30 May 2019

Dr Lee Lai Meng
Department of Advertising
Faculty of Arts and Social Science
Universiti Tunku Abdul Rahman
Jalan Universiti, Bandar Baru Barat
31900 Kampar, Perak

Dear Dr Lee,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under expedited review.

The details of your research project are as follows:

Research Title	The Role of Organizational Commitment in Mediating the Relationship between Job Stress and Turnover Intention Among Hotel Employees in Malaysia
Investigator(s)	Dr Lee Lai Meng Hum Ee Von (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Klang Valley; Ipoh
No of Participants	107 participants
Research Costs	Self-funded
Approval Validity	30 May 2019 - 29 May 2020

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research,
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888 Fax: (605) 466 1313
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868
Website: www.utar.edu.my



Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,



Professor Ts Dr Faiz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Arts and Social Science
 Director, Institute of Postgraduate Studies and Research

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Appendix B

Greetings,
Dear Sir/Madam,

I am Hum Ee Von, a master student from Universiti Tunku Abdul Rahman (UTAR) majoring in Master of Psychology (Industrial & Organizational Psychology). I am currently conducting a study on The Role of Organizational Commitment in Mediating the Relationship between Job Stress and Turnover Intention among Hotel Employees in Malaysia for my master's Dissertation.

The purpose of this study is to investigate whether there is a relationship between job stress, organizational commitment, and turnover intention among hotel employees. This study focuses on hotel employees in Malaysia. The survey will take about 10-15 minutes to complete and is available in 3 languages, English, Malay and Chinese.

Therefore, I am writing to request your participation in my research and I would be extremely grateful if you could help disseminate the attached survey link to your hotel staffs.

Please find attached link to the survey for my research.

[The Role of Organizational Commitment in Mediating The Relationship Between Job Stress & Turnover Intention among Hotel Employees in Malaysia](#)

If you prefer a hardcopy form of the survey, I would gladly prepare it for you. Rest assured that the responses collected through this survey would only be used for educational purposes, both the hotel's identity and participant's identity will be kept confidential and not written anywhere in this research.

If there are further information needed, please do contact me through email (eevonh@gmail.com) or through my contact number +6019-2985595, whichever convenient to you.

The hotel's participation and contribution to my research would be greatly appreciated. I look forward to hearing from you.

Sincerely,
Hum Ee Von

Appendix C



FACULTY OF ARTS AND SOCIAL SCIENCES DEPARTMENT OF PSYCHOLOGY AND COUNSELLING

Participant Information Sheet

The Role of Organizational Commitment in Mediating the Relationship Between Job Stress and Turnover Intention Among Hotel Employees

Description

The purpose of my research is to investigate whether there is any significant relationship between job stress, organizational commitment and turnover intention among hotel employees. This questionnaire would take approximately 10-15 minutes to complete.

Confidentiality

This research ensures that no personal information or data obtained from this research will be disclosed as it will only be used for educational purposes. The data would only be accessible by the researcher and the supervisor of the researcher. The completed questionnaire will be destroyed upon completion of the research project. A stamped envelope should be obtained from the person in-charge of distributing the questionnaires to ensure that your confidentiality is secured. Please submit your questionnaire using the stamped envelope provided.

Right to Withdraw

You may choose to not participate in this research as the participation in this research is completely voluntary. You may also choose to withdraw from this research at any time without any consequences. If there are any questions or concerns regarding this research, please feel free to contact me for further information.

Researcher

Hum Ee Von

+6019-2985595

eevonhum9@gmail.com

Master of Psychology (Industrial and Organizational Psychology)

By reading this Participant Information Sheet, you hereby voluntarily agree to participate in "The Role of Organizational Commitment in Mediating The Relationship Between Job Stress and Turnover Intention Among Hotel Employees".

Thank you for participating in this research. Your response is greatly appreciated.

Appendix D**DEMOGRAPHIC INFORMATION**

Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>						
Race	Malay	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	Indian	<input type="checkbox"/>	Others	<input type="checkbox"/>		
Status	Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Others	<input type="checkbox"/>				
Age	Below 20 years	<input type="checkbox"/>	21-40 years	<input type="checkbox"/>	41-60 years	<input type="checkbox"/>	60 years above	<input type="checkbox"/>		
Working Experience	9-12 months	<input type="checkbox"/>	1-2 years	<input type="checkbox"/>	2-3 years	<input type="checkbox"/>	3-4 years	<input type="checkbox"/>	More than 4 years	<input type="checkbox"/>
Department	Administration	<input type="checkbox"/>	Operation	<input type="checkbox"/>						

Appendix E

The following questions comprises of the Turnover Intention Inventory, Job Stress Scale and the Organizational Commitment Scale.

TURNOVER INTENTION

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale as stated below. Circle your preferred response based on the questions.

Please rate *questions 1-4* with the following scale.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Always

Please rate *question 5* with the following scale.

1	2	3	4	5
To No Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Large Extent

Please rate *question 6* with the following scale.

1	2	3	4	5
Highly Unlikely	Unlikely	Maybe	Likely	Highly Likely

Please answer the questions according to your past experience. During the past *9 months*...

No	Questions	Rating				
1	How often have you considered leaving your job?	1	2	3	4	5
2	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	1	2	3	4	5
3	How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
4	How often do you look forward to another day at work?	1	2	3	4	5
5	To what extent is your current job satisfying your personal needs?	1	2	3	4	5
6	How likely are you to accept another job at the same compensation level should it be offered to you?	1	2	3	4	5

Please answer the following questions based on the ratings provided. The ratings below are provided for both the Job Stress Scale and the Organizational Commitment Scale. Tick the rating that you feel most applicable according to the questions.

1	2	3	4	5
Strongly Disagree	Disagree	Sometimes	Agree	Strongly Agree

For Example: If you "Strongly Agree" with Question 1,

No	Questions	Rating				
		1	2	3	4	5
1	Working here makes it hard to spend enough time with my family.	✓				

JOB STRESS						
No	Questions	Rating				
		1	2	3	4	5
1	Working here makes it hard to spend enough time with my family.					
2	I spend so much time at work.					
3	Working here leaves little time for other activities.					
4	I frequently get the feeling that I am married to the company.					
5	I have too much work and too little time to do it in.					
6	I sometimes fear the telephone ringing at home because the call might be job-related.					
7	I feel like I never have a day off.					
8	Too many people at my level in the company get burned out by job demands.					
9	I have felt anxious or nervous as a result of my job.					
10	My job gets me more than it should.					
11	There are lots of times when my job drives me right up the wall.					
12	Sometimes when I think about my job, I get a tight feeling in my chest.					
13	I feel guilty when I take time off from job.					

ORGANIZATIONAL COMMITMENT						
No	Questions	Rating				
		1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if the organization's problems are my own.					
3	I do not feel a strong sense of "belonging" to my organization.					
4	I do not feel "emotionally attached" to this organization.					
5	I do not feel like "part of the family" at my own organization.					
6	This organization has a great deal of personal meaning for me.					
7	Right now, staying with my organization is a matter of necessity as much as desire.					
8	It would be very hard for me to leave my organization right now, even if I wanted to.					
9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
10	I feel that I have too few options to consider leaving this organization.					
11	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
13	I do not feel any obligation to remain with my current employer.					
14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
15	I would feel guilty if I leave my organization now.					
16	This organization deserves my loyalty.					
17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
18	I owe a great deal to my organization.					

Appendix F

No	Cook's Distance	No	Cook's Distance	No	Cook's Distance
1	.00442	41	.00117	81	.01651
2	.00162	42	.01393	82	.00395
3	.00023	43	.00219	83	.00176
4	.00321	44	.00843	84	.00163
5	.00008	45	.01025	85	.00531
6	.00026	46	.00004	86	.00998
7	.00324	47	.01548	87	.00011
8	.04396	48	.01520	88	.00139
9	.00176	49	.01947	89	.00132
10	.00138	50	.00015	90	.00354
11	.01501	51	.03650	91	.02341
12	.00175	52	.01959	92	.00089
13	.00001	53	.04795	93	.00249
14	.00386	54	.00095	94	.00312
15	.00361	55	.00048	95	.02295
16	.00033	56	.02765	96	.00886
17	.00015	57	.00041	97	.01087
18	.01089	58	.02581	98	.00087
19	.06172	59	.00144	99	.00011
20	.00002	60	.01135	100	.00037
21	.00176	61	.00263	101	.00366
22	.04396	62	.00249	102	.02483
23	.00575	63	.01976	103	.06615
24	.00021	64	.00272	104	.00733
25	.00039	65	.00153	105	.00472
26	.00110	66	.00587	106	.02520
27	.00162	67	.00326	107	.00042
28	.02502	68	.00350		
29	.07985	69	.06683		
30	.01881	70	.00249		
31	.00447	71	.00017		
32	.00503	72	.01119		
33	.00426	73	.00133		
34	.00014	74	.00010		
35	.00274	75	.00552		
36	.00241	76	.01263		
37	.00421	77	.00064		
38	.00499	78	.01556		
39	.00206	79	.01653		
40	.00135	80	.00016		

Appendix G

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.152	24.735	24.735	9.152	24.735	24.735
2	4.818	13.021	37.756			
3	2.840	7.676	45.432			
4	2.411	6.516	51.948			
5	1.779	4.809	56.757			
6	1.561	4.218	60.975			
7	1.261	3.407	64.382			
8	1.144	3.091	67.473			
9	1.063	2.872	70.345			
10	1.044	2.822	73.167			
11	.940	2.540	75.707			
12	.854	2.308	78.015			
13	.767	2.074	80.088			
14	.724	1.956	82.044			
15	.616	1.664	83.708			
16	.575	1.554	85.262			
17	.564	1.524	86.785			
18	.539	1.456	88.241			
19	.502	1.357	89.598			
20	.450	1.215	90.813			
21	.409	1.106	91.919			
22	.364	.984	92.903			
23	.324	.876	93.779			
24	.303	.818	94.596			
25	.283	.764	95.361			
26	.262	.708	96.069			
27	.211	.571	96.640			
28	.193	.521	97.162			
29	.180	.488	97.649			
30	.166	.448	98.097			
31	.155	.418	98.515			
32	.133	.361	98.876			
33	.124	.336	99.212			
34	.110	.298	99.510			
35	.077	.208	99.718			

36	.060	.162	99.879			
37	.045	.121	100.000			

Extraction Method: Principal Component Analysis.

Appendix H

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Job_Stress ^b	.	Enter
2	Organisational_Commitment ^b	.	Enter

a. Dependent Variable: Turnover_Intention

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.480 ^a	.230	.223	3.298	.230	31.433	1	105	.000	
2	.588 ^b	.345	.333	3.056	.115	18.278	1	104	.000	2.140

a. Predictors: (Constant), Job_Stress

b. Predictors: (Constant), Job_Stress, Organisational_Commitment

c. Dependent Variable: Turnover_Intention

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	12.250	1.245		9.836	.000	9.781	14.720			
Job_Stress	.170	.030	.480	5.606	.000	.110	.230	.480	.480	.480
2 (Constant)	20.613	2.271		9.076	.000	16.109	25.117			
Job_Stress	.151	.028	.427	5.319	.000	.095	.208	.480	.462	.422
Organisational_Commitment	-.135	.031	-.343	-4.275	.000	-.197	-.072	-.409	-.387	-.339

a. Dependent Variable: Turnover_Intention

Appendix I

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Job_Stress ^b	.	Enter

a. Dependent Variable: Organisational_Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.154 ^a	.024	.014	9.472	.024	2.552	1	105	.113	2.158

a. Predictors: (Constant), Job_Stress

b. Dependent Variable: Organisational_Commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial
1 (Constant)	62.122	3.577		17.368	.000	55.030	69.215			
Job_Stress	-.139	.087	-.154	-1.598	.113	-.312	.034	-.154	-.154	-.154

a. Dependent Variable: Organisational_Commitment