

POST COVID-19 ERA: THE TURNOVER INTENTION
OF EMPLOYEES IN MALAYSIA'S HOSPITALITY
INDUSTRY

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- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the FYP.
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DEDICATION

This dissertation is dedicated to

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Dr. Tee Chee Wee

For guiding us throughout the completion of this research project

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For providing us the opportunity to conduct this research project.

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LIST OF ABBREVIATIONS

DV	Dependent Variable
IV	Independent Variable
SET	Social Exchange Theory
COR	Conservation of Resources Theory
SPSS	Statistical Package for Social Science
UTAR	Universiti Tunku Abdul Rahman

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PREFACE

This final year project is compulsory to be carried out and completed by all of the Bachelor of Business Administration (Hons) students in order to graduate from the University. The title of the research project is “Post COVID-19 Era: The Turnover Intention of Employees in Hospitality Industry”. The motivation for this research is that the hospitality industry is one of the major components of Malaysia's service industry that contributes to the national economy and employment, human capital plays an imperative role in the success of the industry.

As organizations recover from the devastating effects of the COVID-19 pandemic, employees will play a pivotal role in regaining their operational efficiency and competitive edge. Employee turnover in the hospitality industry has been discovered to be a significant issue, with employees suggesting certain factors prompted their departure. Hence, to avoid high employee turnover in the hospitality industry, it is important to determine the employees' turnover intention.

Specifically, this research will shed light on the factors that will cause employees in the hospitality industry to leave. We will examine and explain four independent variables that may affect turnover intentions. As a result, this research may also provide guidance for the hospitality industry to reduce the negative impact.

ABSTRACT

The purpose of conducting this research is to study the factors that affect employees' turnover intention at the hospitality industry in Malaysia. The factors that may have an impact towards the employees' turnover intention included perceived risk, job stress, job insecurity and compensation.

The research was carried out by distributing questionnaires online by using Google form and physically to the respondents from the targeted locations which involves Perak, Pahang, Selangor and Johor. In this research, we have successfully collected a total of 388 responses from the respondents. The data collected from the survey will be processed and analysed by adopting Statistical Package for the Social Sciences (SPSS) version 28 to conduct the pilot study and full study. Moreover, our research also used Multiple Regression Analysis to test the significant relationship between the independent variables (perceived risk, job stress, job insecurity and compensation) and dependent variables (turnover intention). In this research, there are only 2 independent variables (perceived risk and job stress) that are found to be having a significant impact towards the dependent variable (turnover intention). Thus, the detailed results of the research will be further explained in the chapters below.

Keywords: Turnover intention, Perceived risk, Job stress, Job Insecurity, Compensation, Hospitality industry

CHAPTER 1: INTRODUCTION

1.0 Introduction

This study attempts to examine the factors that will affect the turnover intention of the Malaysian hospitality industry in the post-pandemic situation. As part of this chapter, we will outline and discuss the research background, problem statement, research objectives, research question, hypothesis of study, significance of study, as well as chapter layout and conclusion.

1.1 Research Background

In December of 2019, an unidentified coronavirus, now officially named by World Health Organization as Coronavirus Disease-2019 (COVID-19), emerged from Wuhan, China, and caused a massive outbreak across China, as well as Japan, Thailand, United States, and Philippines (Wu et al., 2020). The first case of COVID-19 was discovered in Malaysia on January 25, 2020, and the virus spread quickly across the country (Elengoe, 2020). In order to curb the spread of viruses, Malaysia's Government initiated a national lockdown and restricted the movement of citizens. All foreign tourist and visitor entry will be prohibited and businesses are required to close except for supermarkets (Kumar, 2020). Due to this, Malaysia's government has reported losses of up to RM 3.37 billion in the first two months of the year 2020, and it is also estimated that Malaysia's GDP has declined by 0.8% to 1.2% due to the impact of the COVID-19 pandemic (Karim et al., 2020). The unemployment rate was recorded at 3.3% in 2019 before the COVID-19 pandemic occurred and it reached its highest at 5.1% in 2020 during the peak of the pandemic (DOSM, 2022). Hospitality is one of the most

affected industries by the pandemic since tourists are being prohibited from entering the country. The Malaysia Association of Hotels (MAH) estimates that the hospitality industry has suffered losses of over RM11.3 billion and threatened the livelihoods of 3.6 million people ("Hospitality Industry," 2021).

Hospitality, according to Holston-Okae (2018), is an organization that exists to provide needs for food, beverages, and accommodations. The hospitality industry encompasses frequent guest–host encounters as well as hospitality organizations that cater to a wide range of people's needs (Holston-Okae, 2018). There are three primary areas in the hospitality industry, which are accommodations (e.g. hotels, motels, and lodging business), food and beverage (e.g. restaurants and fast food chains), and travel and tourism (e.g. airlines, cruise ships, and trains) (Hazim, 2022). Furthermore, this industry is well-known for its significant role in fostering socio-economic development and employment creation as a crucial accelerator of global economic growth. It is also the third-largest component of the service industry in Malaysia, contributing 6% of GDP and 23% of national employment (Muhd, 2021). In the hospitality industry, the turnover rate of employees is always higher than other industries. Bedi and Chamoli (2020) describe that high turnover in the hospitality industry as a "common phenomenon". Based on a Qualtrics report on 2020 Malaysia employee experience trends, the hospitality industry ranks second with a 20% voluntary turnover rate, behind the retail industry (26%), above the media and advertising industry (19%), utilities (18%), public sector (17%), finance (16%), manufacturing (15%), and IT/Tech (14%) (Qualtrics, 2021).

Employee turnover, as defined by Macy and Mirvis (1983), is a “permanent movement beyond the boundary of an organization”. Furthermore, Ongori (2007) stated that employee turnover refers to the movement of workers around the labour market, including between firms, jobs, and occupations, as well as between employed and unemployed status. Deegahawature and Lakmali (2021) noted that employee turnover is the rate at which employees leave a company over a set period of time, usually a year.

Additionally, there are two types of turnover, which are voluntary and involuntary turnover. The concept of voluntary turnover describes the decision by employees to leave an organization through resignation, leaving or retirement, while involuntary turnover refers to the decisions by employers to terminate the employment relationship such as termination, dismissal, layoff or death (Shaw et al., 1998; Li & Sawhney, 2019). In this research, we will focus on voluntary turnover as we are identifying which factors will be causing the employees to have the intention to leave. Based on the data provided by Radford Data and Analytics, comprising Singapore, Malaysia, Thailand, Indonesia, and Vietnam, Malaysia ranked third in the ranking of voluntary turnover rate in 2021 with an 8.7% rate (Sunil, 2021).

Currently, with the achievement of 90% adult vaccination target, many of the previous restrictions have been lifted and Malaysia's government has decided to allow fully vaccinated Malaysians to travel along all national borders starting October 11, 2021 (Yusof & Tan, 2021). Moreover, the government has also announced that the nation's borders that have been closed for around two years due to the COVID-19 pandemic will be reopened on April 1, 2022, with the pandemic now being regarded as an endemic (Daim, 2022). With this, Malaysia is currently in a post-pandemic era, and the hospitality industry is seeing signs of recovery. However, a possibility of high voluntary turnover rates might occur during the condition. The reason for this is that the incidents caused by the pandemic will become a potential factor that will cause employees to leave organizations when it is permitted, which is currently the post-pandemic era ("Employees Rethinking Their Careers," 2022). Therefore, this study attempts to find out the factors that will influence the turnover intentions of Malaysia's hospitality employees in the post-pandemic situations. Additionally, the study will concentrate on only one area of the hospitality industry, namely the accommodation sector, rather than the entire industry. Furthermore, we will also primarily concentrate on three areas of the accommodation sector, namely hotels, resorts, and homestays.

1.2 Problem Statement

Hospitality industry is among the industries hit hardest amidst the pandemic. This is especially for policies such as lockdowns and air travel restriction (Onyeaka et al., 2021), which had largely reduced demand. Without international and domestic tourists; and also, periodic lockdowns which affect locals, demand of hospitality services experiences a sharp drop. Many hotels and F&B outlets were forced to shut down (DOSM, 2021a).

As the nation passes the 90% adult vaccination target, markets in Malaysia open and normalize (Yusof & Tan, 2021). However, whilst hospitality industry, especially hoteliers rejoice of the final opening of the economy, new challenges loom ahead.

One of the main challenges today, in a post-pandemic world would be employee turnover. Turnover had been a common issue in the hospitality industry before the pandemic and had now become worse. Based on the Labour Market Review of 2021, the accommodation sector had the highest staff voluntary turnover rate of 45% compared to Wholesale and retail trade (29%) (DOSM, 2021b). This figure is higher than the period before the pandemic, when the accommodation sector's voluntary turnover rate was recorded at 17% in the year 2017 (ILMIA, 2020). In addition, MAH claimed that every 1 new employee hired results in 2 employee turnovers in the hospitality industry currently (Du, 2022).

In the post-pandemic era, this had become worse. The main reason would be the lack of supply of workers which would result the industry to compete more intensively and aggressively on existing workers whom are skilled and experienced (Poo, 2022; The Edge, 2022). The supply shortage is due to two main reasons. First, the foreign worker ban would mean a shortage of foreign workers which the hospitality relies heavily on. Second, hospitality employees who quit or were furloughed during the pandemic have

set out to start their own businesses, or turned to manufacturing work that is higher paying, and are no longer keen to return to employment or their former lines of work (Poo, 2022).

This means that bargaining power is now skewed towards the hands of employees, and that in an industry where turnover had always been an issue, the ability and capacity to retain current workers had been critically important for sustainability and resilience of business. As a high contact service industry, the hospitality industry relies a lot on its workers, especially experienced ones to convey service quality, customer experience, and ultimately customer satisfaction and the brand image (Heimerl et al., 2020). Hence in a time where there is high turbulence in the job market, and a serious shortage issue, the exploring and understanding of how quality workers can be retained is vital and significant. Understanding the turnover intention of hospitality employees in a post Covid era is the aim of the research. By understanding why employee's turnover, better strategies can be developed to retain them.

There are four factors investigated in this research. These factors are perceived risk, job stress, job insecurity, and compensation. All of these factors were investigated due to the previous incident caused by the pandemic. For instance, hospitality jobs with high contact would have a higher risk towards pandemic. Furthermore, employees suffering from job stress as a result of retrenchments during the pandemic face a doubled workload (Solhi, 2022). Moreover, the pay cuts and unpaid leave made by the pandemic led to a worsening of the compensation of hospitality employees (Bernama, 2020). Finally, as they have experience of closure and retrenchment when pandemic, they might feel insecure to work in hospitality again (Ahmad, 2022). In light of these hospitality job related factors, how these factors related to turnover intention will be investigated in this research. On the other hand, it has to be noticed that there is no previous study conducted on the employee turnover in the hospitality industry during the post-pandemic in Malaysia, which might be because it is quite recent. The only research found was a study by Alyahya and Sobaih (2021), related to post-pandemic

which is to investigate the impact of job insecurity and distributive injustice post-COVID-19 on social loafing behaviour among hotel workers in Saudi Arabia. Hence, there is a research gap in the study.

1.3 Research Objectives

1.3.1 General Objective

The purpose of this research is to determine the factors that have a significant impact on the turnover intention of employees in Malaysia's hospitality industry.

1.3.2 Specific Objectives

- To investigate the significant impact of perceived risk on turnover intention among Malaysia's hospitality employees in the post pandemic situation.
- To investigate the significant impact of job stress on turnover intention among Malaysia's hospitality employees in the post pandemic situation.
- To investigate the significant impact of job insecurity on turnover intention among Malaysia's hospitality employees in the post pandemic situation.
- To investigate the significant impact of compensation on turnover intention among Malaysia's hospitality employees in the post pandemic situation.

1.4 Research Questions

1. Does perceived risk have a significant impact on Malaysia's hospitality employees' intention to quit?
2. Does job stress have a significant impact on Malaysia's hospitality employees' intention to quit?
3. Does job insecurity have a significant impact on Malaysia's hospitality employees' intention to quit?
4. Does compensation have a significant impact on Malaysia's hospitality employees' intention to quit?

1.5 Hypotheses of the Study

In this study, perceived risk, job stress, job insecurity, and compensation will be independent variables impacting the turnover intention among the hospitality industry employees in Malaysia during the post-pandemic situations.

The following hypotheses are presented as below:

Hypothesis 1: Perceived risk has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Hypothesis 2: Job stress has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Hypothesis 3: Job insecurity has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Hypothesis 4: Compensation has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

1.6 Significance of the Study

This study seeks to identify which factors will have significant impact on the turnover intention in the post-pandemic situation, specifically in the Malaysian hospitality industry. As a result, organizations in the hospitality industry will have a better understanding of the areas where they need to focus on to reduce employee turnover rates. Several new policies can be implemented to reduce employee turnover rates. By doing this, employers are able to save money on personnel replacement and training. Employees will also benefit, as organizations will put more effort into retention strategies to encourage them to stay with them.

Apart from that, our research will also contribute to restoring the nation's economy that has been jeopardized by the pandemic. As mentioned before, the hospitality industry is the third-largest component of the service industry in Malaysia, which contributes 6% of GDP and 23% of national employment. Therefore, the hospitality industry will be crucial for the recovery of the nation's economy during this time of crisis. As mentioned by Santhanam et al. (2015), the hospitality industry relies heavily on human capital in order to gain a competitive advantage. When employees have the intention to leave their organizations, their productivity, discipline, morale, and motivation are low (Suyono et al., 2020). This will cause an increase in dissatisfaction among customers due to a decline in the quality of services delivered by employees to them. As a result, customers will spread bad words and refrain from patronizing the business again after their dissatisfaction. When this happens, the profitability and sustainability of the organizations will be affected, and if severe enough, the business may close. Hence, our study will help organizations within the hospitality industry identify the factors that will lead their employees to consider leaving, and countermeasures can be made

accordingly. An organization with good productivity and able to operate in the long run will contribute to national employment, and it will also contribute to the nation's income.

For future researchers, one of our variables, perceived risk, can serve as a reference. Despite the fact that this variable is not a new one, the perceived risk we used here is related to and caused by the COVID-19 pandemic, a new situation these past few years. It can be used as a guideline for future research about the relationship between perceived risk and turnover intention, how and why it will influence turnover intention. A review of the research literature and the research results in this research can also be used as a reference for future research studies on turnover intention in the post-pandemic situation.

1.7 Chapter Layout

Chapter 1: Introduction

This chapter will discuss the research background and problem statement of the study. In addition, the hypothesis, significance of the study, and chapter layout will also be discussed and developed.

Chapter 2: Literature Review

This chapter will outline and discuss underlying theories, a literature review of the variables, a review of relevant theoretical models, and hypothesis development.

Chapter 3: Research Methodology

This chapter consists of research design, data collection method, sampling design, research instrument, construct measurement, data processing, and data analysis.

Chapter 4: Data Analysis

This chapter will cover the description analysis, scale measurement and inferential analysis.

Chapter 5: Discussion, Conclusion and Implications

This chapter will summarize all the results and findings. In addition, implications of the study, limitations of the study, as well as recommendations for future research will be discussed too.

1.8 Conclusion

In conclusion, the research background and the problem statement provides an understanding of the factors, challenges, and problems faced by the hospitality industry in the current situation. Additionally, a central idea and the interrelationship of the variables were stressed in the study by breaking it down into general and specific objectives. Moreover, a hypothesis regarding the relationship of variables is also generated, and the significance of the study is also discussed, so readers may clearly comprehend the importance of the study. In the next chapter, further and in- depth discussion of the dependent variable and independent variables will be carried out.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

The factors that will cause turnover intention among employees in the hospitality industry were identified and discussed in detail in Chapter 1. In this chapter 2, the dependent and independent variables will be reviewed with a number of linked journal articles. Besides, the relevant theoretical framework on independent variables that will affect employee turnover intention, conceptual framework, and hypothesis will be listed and developed also in this chapter.

2.1 Underlying Theories

2.1.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) focuses on the core concept of actors exchanging resources such as food, products, information, affection, money, services, and status in a social relationship (Varey, 2014). Blu (1964, as cited in Chen & Chen, 2021) proposed that an organization's relationship with its members is based on a mutual benefit concept, with corresponding rights and obligations established through dialogue between the member and the organization. Employees and supervisors, as well as employees and organizations, are frequently explained using SET (Chen & Chen, 2021). The relationship between job insecurity and turnover intention can be explained by SET. According to Silla et al. (2010), in employment exchange relationships,

job insecurity is a major factor. Employment connections are depicted in social exchange theory as an exchange of valuable resources, with an employee's investment motivated by the expected returns. Based on Wong et al. (2003), employees are expected to perform satisfactorily in exchange for continued employment and accompanying rewards in the context of job security, and this forms the psychological contract between two parties. Employees, on the other hand, would lessen their efforts and dedication if firms were unable to meet their customary obligations (Wong et al., 2003). Shoss (2017) stated that employees will react to job insecurity by becoming unwell, having a negative attitude at work, and contributing less to the organization. Researchers Shoss (2017) exposed that employees perceive job insecurity as a violation of the psychological contract between employees and employers, leading to turnover intentions.

Furthermore, job stress, one of our independent variables, can also be explained by SET. According to SET, an individual's social behaviour is influenced by the expenses and benefits of their current work. During the pandemic situation, COVID-19-related occupational stress is a cost that employees must bear (Shah et al., 2022). According to Shah et al. (2022), employees tend to form their intentions to stay or quit the profession based on the weighing of the costs and benefits when comparing these interactional elements. A person stays at his or her current job when the benefits exceed the costs; when the costs exceed the benefits (such as from the job-related stress during the pandemic), a person leaves (Shah et al., 2022).

Additionally, the relationship between compensation and turnover intention can be also explained by this theory (Purnamasari & Netra, 2020). According to Blau's 1964 study (as cited in Oh, 2020), the more satisfied employees are with their compensation, the more emotionally attached they would grow to their company based on SET. In the social exchange relationship with the organization, employees determine their fair compensation by analyzing the

ratio of what they receive from the organization, such as compensation and benefits packages, to the value of their inputs, such as work efforts, experiences, and performance (Oh, 2020). When employees feel valued, acknowledged, and treated fairly by their employers, high levels of affective commitment will be generated. Likewise, Purnamasari and Netra (2020) in their study also noted that paying attention to employee compensation maximizes employee retention and engagement. In this regard, SET is one of the appropriate theories and can be used to link with the conceptual frameworks we have developed.

2.1.2 Conservation of Resources Theory (COR)

The Conservation of Resources (COR) theory is a resource adaptation concept that investigates how people handle their resources in stressful or non stressful events. According to the past study, people are driven to reduce their total resource loss when confronted with unpleasant life events such as situations which threaten and might drain people's resource storage (Hobfoll 1989, as cited in Irshad, 2020). When individuals are engaging with non stressful scenarios, COR theory implies that those who defend their resources from loss by creating resource investments that result in resource surpluses also known as resource gain spirals (Hobfoll 1989). The COR theory states that the constant exposure to stressors causes threat and actual loss of emotional, physical and psychological resources, therefore, individuals will try to prevent the potential loss of important resources by looking for diverse coping instruments (Hobfoll et al., 2018).

Based on Halbesleben et al. (2014), claimed that achieving personal goals necessitates the engagement and exhaustion of individual resources in a specific environmental framework. Individuals are assumed to be stressed in situations when they perceive risk, especially when they realise that striving to achieve

the goals may lead to significant loss of their own important resources. Nevertheless, COR theory suggests that the goals of an individual are strongly accomplished when individuals are able to sustain and improve their welfare through the increase in resources. On the other hand, the study from Irshad (2020) indicates the fear of COVID-19 is indeed a threat that exhausts employees' essential resources continuously that drives anxiety and pressure among the nurses. Due to this, they are very keen in considering whether to leave their current job position in order to prevent getting infected by COVID-19, which is the stressor that generates resource loss. In brief, the fundamental of COR theory is the belief where individuals attempt to obtain, maintain, and safeguard their valuable resources.

2.2 Review of Variables

2.2.1 Dependent Variable - Turnover Intention

There is a difference between employee turnover and turnover intention. For employee turnover, it is known as the movement of workers between firms, jobs, and occupations, as well as between states of employment and unemployment (Abassi et al., 2000, as cited in Ongori, 2007). Mobley (1977, as cited in Kim, 2014) stated that turnover involves numerous psychological processes such as evaluation of job, experienced job dissatisfaction, comparison of alternatives, and so on. Turnover intention, according to Akgunduz and Eryilmaz (2018, as cited in Park & Min, 2020), is defined as the awareness or thoughts of employees about leaving the job and workplace. It is a warning indication that employees are about to leave their organizations and also a factor from which changes in personnel numbers and job titles within a company can be accurately forecasted (Brown & Peterson, 1993, as cited in Jung et al., 2021).

According to the study conducted by Ngo-Henha (2017), there are three aspects of the withdrawal cognitive process that make up turnover intention. Firstly, the employees will have the thought to quit the job. Secondly, employees have the intention to look for a new employment, and lastly the employee will follow their intention to quit (Ngo-Henha, 2017).

As what was noted in the study by Fishbein and Ajzen (1975, as cited in Cohen et al., 2016), a measure of an individual's intention to conduct that behaviour will be the best single predictor of his behaviour. Falahat et al. (2019) study also expressed that turnover intention is a good and reliable indicator to anticipate the actual turnover. Turnover intention is a crucial factor in predicting employee turnover, and turnover intention is linked to actual turnover (Bhatnagar, 2012, as cited in Falahat et al., 2019). This was also further supported by the research conducted by Bothma and Roodt (2013), where they concluded that the turnover intentions can be used as a proxy for actual turnover.

Apart from that, the cost of a turnover intention can be substantial (Ratnasari & Lestari, 2020). Employee turnover intention will make the quality and capability difficult to be in accordance with the organization's qualifications (Wasposito et al., 2013, as cited in Ratnasari & Lestari, 2020). Hussain and See (2019) further indicates that employee's turnover intention will affect the organizational performance and lower down the efficiency of productivity. Thus, it is crucial for organizations to treat this issue seriously and know what are the factors that will cause the turnover of employees.

As mentioned by Curran (2012, as cited in Dwesini, 2019), there is no commonly agreed configuration for the reasons of employee turnover intentions. Therefore, factors such as perceived risk, job stress, compensation, and job insecurity might be the major factors during the current post-pandemic situation

that will have a significant impact on the employee turnover intention and will be further discussed in this research.

2.2.2 Independent Variable - Perceived Risk

Based on Han et al. (2019, as cited in Yan, 2021), perceived risk is explained as a person's subjective judgment towards the risk or possibility of unpleasant events. There are two ways where a person experiences risk either physically (death and illness) or mentally (instability and stress). Olya and Han (2020) also declared that this idea is an individual's thoughts regarding the probability of a loss or the possible harm. Thus, risk perception is viewed as a subjective process in one's decision-making, when it comes to physical and mental health.

According to Yan et al. (2021), an individual's concern is a significant aspect of perceived risk in customer or employee behaviours in the hospitality sector. The perceived risk comprises this concern that involves anxiety, stress, worry, and despair that relates to the working staff or travellers as its elements. Moreover, perceived risk also reflects a person's anxiety about the potential hazards, accidents, or fear arising from being an employee during the disease outbreak (Reisinger & individual's Mavondo, 2005, as cited in Olya & Han, 2020).

Furthermore, Han et al. (2021), stated that perceived risk and its impact on human responses or behaviours in hospitality industries have been broadly studied. Some scholars emphasised that the possibility of severe incidents occurring at work or travelling raises the risk perception of tourists or workers in the hospitality industry (Brewer, et al., 2021). When they are concerned about the possibility of an event, they are more prone to postpone or reluctant to complete their work or activities. Hence, it clearly shows that risk perception

has a major impact on the behaviours and the process in decision making (Bajrami et al., 2021; Han et al., 2020).

On the other hand, some workers may have a substantial risk perception if they perceive the probability of contracting the pandemic condition as significant. This situation occurs depending on their perception of the seriousness of the pandemic's impact on their physical health. In addition, the degree of understanding of the pandemic's infectious and health risks of an individual would differ (Elhadi et al., 2020).

Chen et al. (2022) revealed the study found from the employer perspective stated the perceived risk of infection is viewed as one of the main aspects that leads to turnover intention. Based on the study, employees in the hospitality sector are required to have interactions with customers face to face while working. However, they do not have the same treatment as extremely important employees like health workers. The US government decided to close the eateries instead of providing them with the safety equipment in the pandemic situation. Chen (2021) stated that since the restaurant workers are not considered as significant workers, they do not get first excess to the vaccination when vaccines are carried out. Many employees had negative experiences due to the government's lack of attention, which has resulted in higher turnover intentions among the employees in the hospitality industry.

2.2.3 Independent Variable – Job stress

According to Wong et al. (2021) job stress is described as a person's reaction to dangers at work. Employees that are under a lot of stress at work may be quite costly, not just to the industry but also to the workers. Aguiar-Quintana et al. (2021) stated that because of their anxiety about losing their job, hotel

employees have been depressed and worried. Wong et al. (2021) found that following the outbreak of the pandemic, two pandemic-related work stressors rose dramatically, whereas standard work stressors dropped. These findings obtained show that service work stress was at an all-time high during the pandemic (Chen et al., 2022).

Furthermore, according to the COVID-19 stressor model (Sinclair et al., 2021), financial instability and occupational threat are the primary causes of anxiety and depression among important employees. Given that the service industry has been affected the worst by the pandemic and that COVID-19 cases are continuously on the increase, improving service quality is focusing on two types of occupational stress which is fear of infection and fear of being fired. In most situations, personnel in the service industry are under more stress than usual (Chen et al., 2022).

Everyone is affected differently by stress, although there are several characteristics that are common stress effects (Qureshi et al., 2012). Stress can cause physical and psychological concerns such as headaches, colds or flu more frequently, sleeping difficulties, general anxiety, hazy thinking, frustration, and irritability (Elizabeth Scott, 2009; Niosh, 1999). The stress response has a long-term impact of reducing the immune system and increasing blood pressure, which can rise to high blood pressure and headaches. According to the study by Palmer and Dryden (1995, as cited by Qureshi et al., 2012), the adrenal gland can break down, causing fatigue and weakness of the muscle, digestive problems, and a desire for sweetened, starchy foods, headaches, and sleeplessness.

Kim et al. (2019, as cited in Irawanto et al., 2021) stated that job stress has an impact on someone's emotions, mental processes, and decision-making. Job stress will result from a conflict between job expectations and available

resources, making employees more negative and unsatisfied. In this circumstance, job stress may result in role conflict, work overload, role stress, and time pressure when working from home, all of which can affect employee satisfaction. Job stress is also another essential predictor of employee satisfaction, and it has a significant impact (Hsu et al., 2019). Job stress has a significant impact on job satisfaction (Chao et al., 2015, as cited in Irawanto et al., 2021).

2.2.4 Independent Variable – Job Insecurity

According to Chen and Chen (2021), job insecurity is described as a threat from the employees' point of view to the current position. It has been explained by several scholars as an employee's intention to remain working or the fear of getting laid off when a crisis occurs as well as the constant worry of losing their job. Employees' fear of losing their jobs is heightened by their anxiety about risks that might threaten their employment status. As a result, job insecurity is explained as the feeling of insecurity that employees in the hospitality sector feel about their jobs, including the fear of losing their jobs during the epidemic (Ali et al., 2021).

Etehadi and Karatepe (2019) proposed that job insecurity relates to the employees' beliefs of a massive and unexpected change in the future relating to their current job in the present company. Due to laying off employees, changes in the organization and outsourcing initiatives in the organizations, and the expectations for more profitable work with restricted resources, security and stability are being replaced in the workplace (Safavi & Karatepe, 2019). Moreover, owing to seasonality, technological advancements or economic recession, it is challenging for companies to ensure job security among the employees. It is particularly apparent in the hospitality sector, as job insecurity

is quite common and requires proper attention. Nonetheless, it appears that there is still no fully prepared solution for job insecurity, which may be viewed as a psychological issue.

Shoss (2017) revealed that the result found in the previous research mostly concentrates on the negative effects of job insecurity. Specifically, employees who have a higher intention to leave their existing position will eventually have a greater burden and display diminished corporate identification, inadequate duty, low job satisfaction that leads to an increase in turnover intentions. Job insecurity can deplete employees' personal resources or will be negatively associated with their personality attributes as a personal work-related stressor or a huge impediment factor. In the context of the pandemic, job insecurity has been discovered resulting in an unexpected disaster in the hospitality sector. As a result, most of the employees in the hospitality sector may perceive greater job insecurity as they are more likely to lose confidence in their industry's future and thus leading to high turnover intentions (Yu & Madera, 2021).

2.2.5 Independent Variable - Compensation

Dessler (2009, cited in Silaban & Syah, 2018) defines compensation as a form of payment or wage that is compensated to employees as part of their employment. It is a necessity for employees to maintain their proper lifestyle (Silaban & Syah, 2018). Hee and Ann (2019) described compensation as the total amount of monetary and non-monetary awards given to employees in exchange for their contributions to the company. Additionally, the size of these rewards is generally determined by the value of each employee's work, their degree of contribution, the amount of effort they put in on the job, and the overall performance of the company (Milkovich & Newman, 2005, as cited in Hee & Ann, 2019).

Compensation can be divided into two types, which are direct and indirect compensation (Hee & Ann, 2019). Direct compensation includes salary and wages, bonuses or commission, whereas medical claims, allowance such as housing or insurance, entertainment at business expenses, annual leave allowance, and training opportunities refer to indirect compensation (Hee & Ann, 2019; Silaban & Syah, 2018).

Teng (2008, as cited in Ahmad et al., 2014) stated that when compared to other industries and service sectors, hospitality employees earn the lowest pay. The study by Sturman (2001) also stated that the total hourly earnings of hospitality workers were lower than workers in all other job classifications.

In a recent study by market research firm Vase, great financial compensation was ranked as one of the top five reasons employees are satisfied with their jobs (LIM, 2020). The survey also found that 58% of Malaysian employees were dissatisfied with their jobs due to a desire for greater financial rewards (LIM, 2020). In addition, the same study found that 52% of respondents cited higher salaries or financial compensation as the top reason for moving on from one company to another. This was also the top reason ranked out of 11 options.

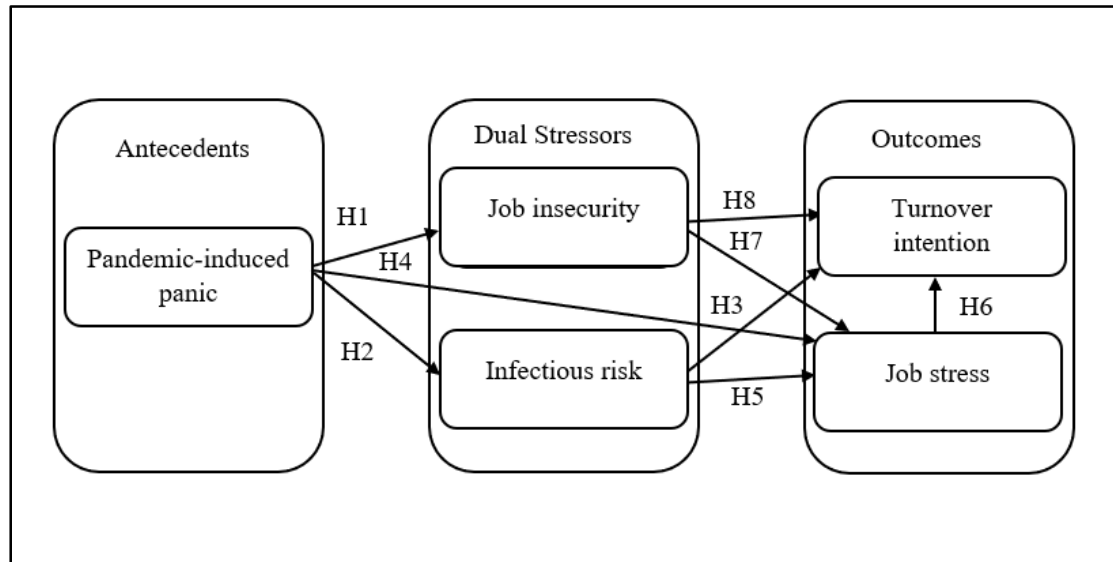
According to the research conducted by Aon Hewitt (2013, as cited in Sarkar, 2018), compensation is regarded as one of the most important drivers of employee engagement and retention due to people working for living, thus, it is a crucial factor in an effective talent retention. This can be further supported by the study of Prasetio et al. (2019), which indicates that compensation has a significant effect on turnover intention and organizations must consider how to manage the compensation programme. According to Mohd Said et al. (2020), other than salary, compensation incentives in Malaysia's hospitality industry

include phone allowance, paid sick leave, training opportunities, life insurance, meals on duty, paid holidays, and hotel discounts.

2.3 Review of Relevant Theoretical Models

2.3.1 Perceived Risk

Figure 2.1: Perceived Risk and Turnover Intention



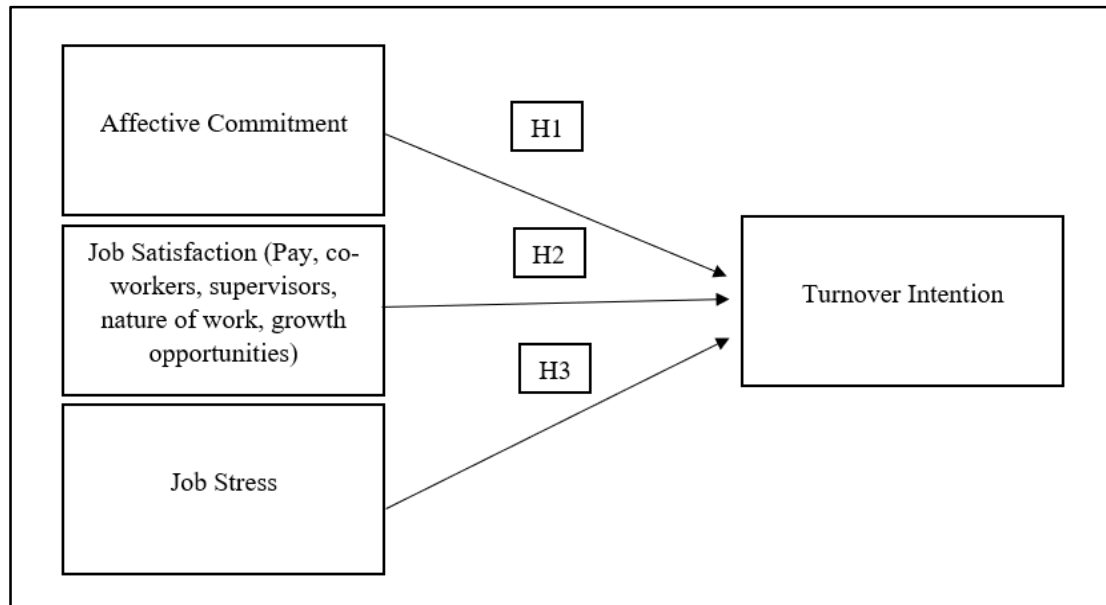
Source: Chen et al. (2022). The Fear of Being Infected and Fired: Examining the Dual Job Stressors of Hospitality Employees During COVID-19.

This research aims to analyze the causes and effects of the dual stressors experienced by hospitality workers during the pandemic. The data collected were gathered from 662 workers in the U.S hospitality sector. The research design adopted a descriptive survey where the data collection was conducted by distributing questionnaires. From the result, it showed a significant level of association between perceived infectious risk and turnover intention. The perception of infection risk among hospitality workers will lead to a higher level

of turnover intention. Chen et al. (2022) concluded that the perceived risk of infection is a critical factor that influences turnover intentions.

2.3.2 Job Stress

Figure 2.2: Job stress and Turnover Intention

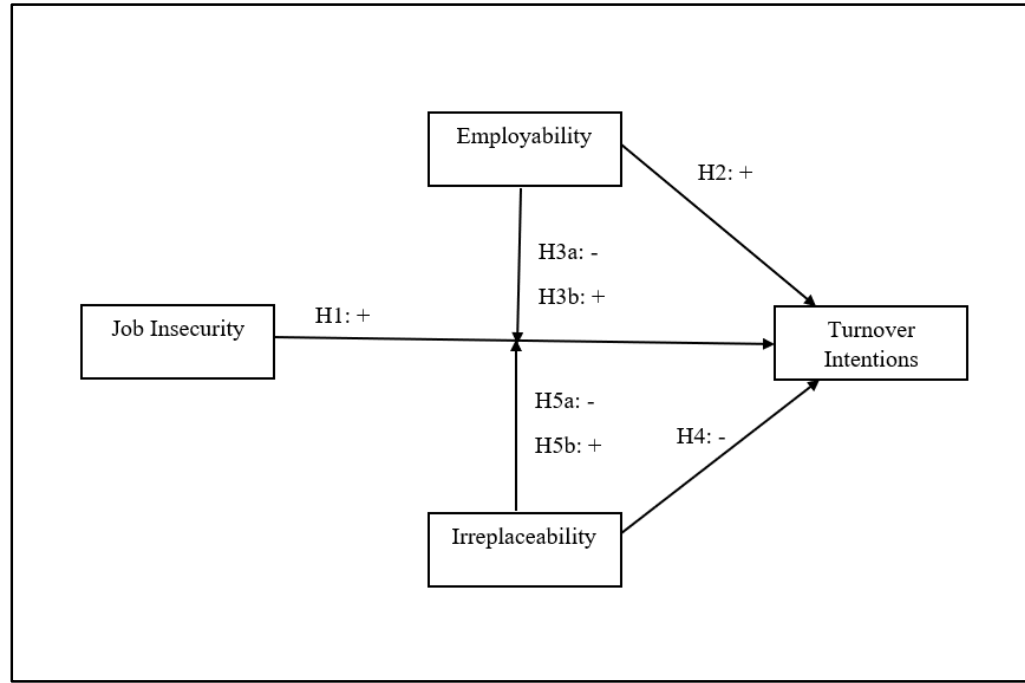


Source: Yukongdi, V., & Shrestha, P. (2020). The influence of affective commitment, job satisfaction and job stress on turnover intention: A study of Nepalese bank employees.

The intention of this study is to research the affective commitment, job satisfaction and job stress impact on employee turnover intention. The research collected 282 full-time employees (81% response rate) that work at the bank in Kathmandu, Nepal. The full-time employees were based on the questionnaire instruments used in earlier studies. The result of job stress has a positive impact on turnover intention. Yukongdi and Shrestha (2020) stated that job stress is an essential factor that impacts employees' intentions to leave the organization.

2.3.3 Job Insecurity

Figure 2.3: Job Insecurity and Turnover Intention

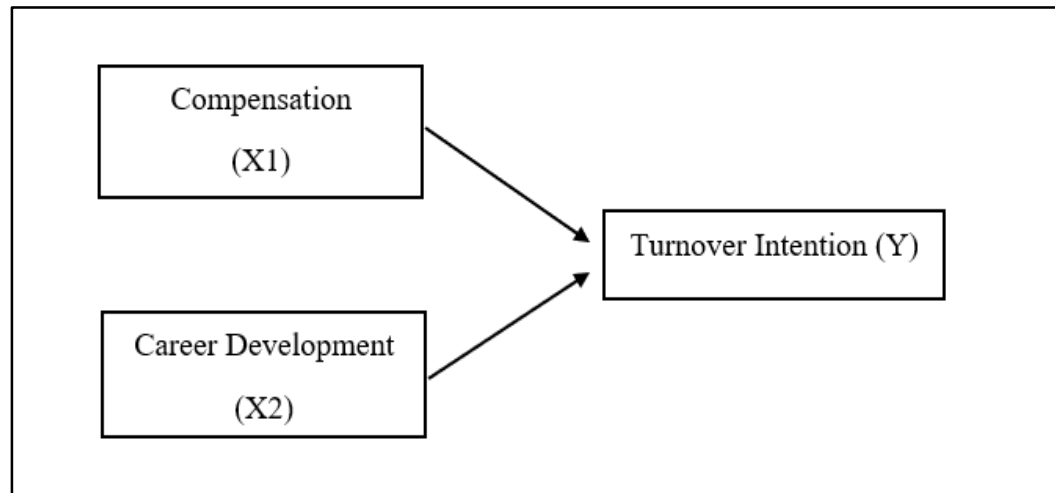


Source: Balz, A., & Schuller, K. (2021). Always looking for something better? The impact of job insecurity on turnover intentions: Do employables and irreplaceables react differently?

The purpose of this study is to research the impacts of job insecurity, employability, and irreplaceability on turnover intentions in three steps. The data collected is based on 350-1085 respondents in each country such as 31 countries. An employee between the ages of 18 and 69 is the respondent. The result of job insecurity is found in a lot of countries that increase turnover intention. Balz and Schuller (2021) stated that when employees feel that there is job insecurity, the employee will act directly to change and search for a new job. This has an impact that increases the turnover intention of the employee.

2.3.4 Compensation

Figure 2.4: Compensation and Turnover Intention

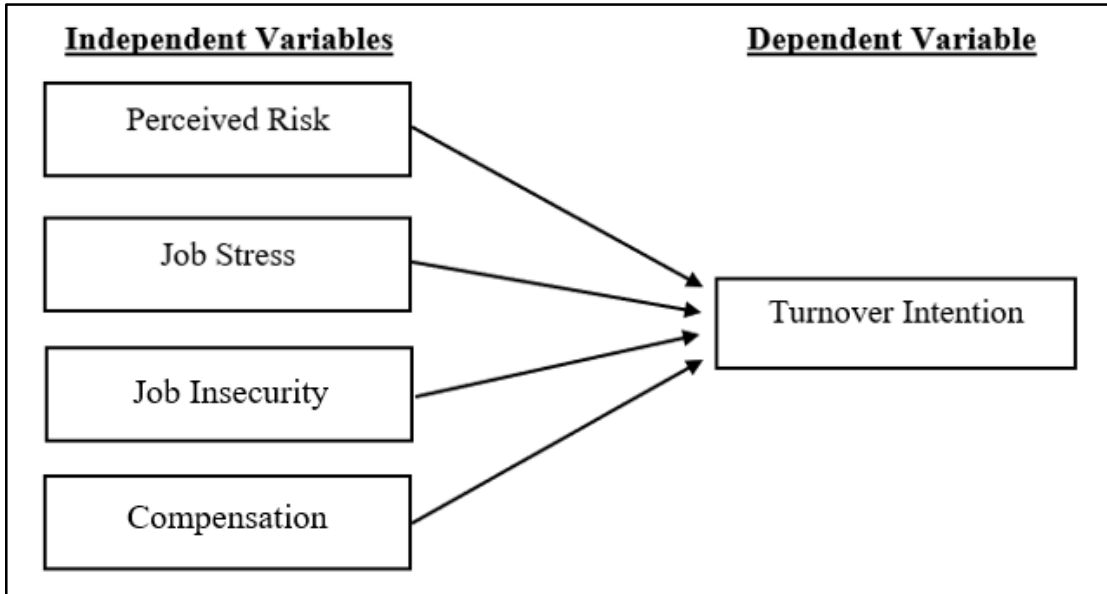


Source: Yadewani, D., & Reni Wijaya. (2021). The Effect of Compensation and Career Development on Employee Turnover Intention in the Culinary Sector.

The purpose of this research model is to examine whether compensation and career development have an impact on employee turnover intentions. The study covered all 23 employees of PT Setya Kuliner Mandiri. The instrument employed in this study was a questionnaire (questionnaire) with questions or written remarks. The result of this study shows that compensation has an impact on turnover intentions. Yadewani and Reni (2021) concluded that the better the compensation structure in place, the lower the likelihood of turnover.

2.4 Proposed Conceptual Framework

Figure 2.5: Proposed Conceptual Framework



Remark: Designed for the research

According to the proposed conceptual framework in Figure 2.5, four independent variables are proposed: perceived risk/risk perception, job stress, compensation, and job insecurity. The dependent variable is turnover intention. The purpose of this conceptual framework is to identify the effect of these independent variables towards the dependent variable.

2.5 Hypothesis Development

2.5.1 Perceived Risk and Turnover Intention

According to Teng et al. (2021), when encountering severe risk, the majority of hospitality workers are being compelled to decide between their salaries and health. Based on the findings of the nurses that look after COVID-19 patients, there is a substantial relationship between the perceived risk of infection and the intention to leave Irshad et al. (2020). The adverse emotions triggered by the pandemic such as dread or worry were found to have a huge influence on job choice intentions and career identity among hospitality graduates. (Birch et al. 2021). Consequently, owing to the nature of hospitality services, hospitality staff are more likely to perceive a greater risk of being infected by COVID-19. Also, the risk perceptions may cause the employees to re-evaluate their career decisions, resulting in a higher rate of turnover intentions (Jiang et al., 2020).

There are a few researchers that have a similar study on the relationship between perceived risk and turnover intention. Liu et al. (2020) claimed that the perceived threat of COVID-19 tends to increase the degree of anxiety and intentions to leave. Barnett (2020) also revealed that the increased risk of infection and the fear towards COVID-19 among the hospitality workers reinforced the turnover intentions and looked for alternative jobs. Thus, it appears that the employees with a greater degree of negative emotions such as fear and anxiety are likely to have turnover intentions. In addition, Labrague (2020) pointed out that the increased fear of COVID-19 will also lead to health concerns and thereby contribute to higher levels of turnover intentions. Hence, based on the discussion above, the following hypothesis is proposed.

H1: Perceived risk has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

2.5.2 Job Stress and Turnover Intention

Qureshi et al. (2013) stated that organizations have long been concerned about employee stress and the possibility of turnover. Firth et al. (2007, cited in Qureshi et al., 2013) found that job stress and the variety of factors that contribute to job stress (stressors) cause employees to leave the organization. The research discovered that job stress on the employee increased their turnover intention because of the work environment which is unstable and unsecured. According to Wright and Cropanzano (1998, as cited in Shujie & Anthony, 2012), emotional tiredness is the main indication of job stress and is a significant predictor of employee turnover. The study by Al-Mansour (2021) mentions that to reduce the stress of health care, employees should be supported with resources that can fulfill their requirements during the COVID-19 pandemic. There is a coping strategy to reduce their stress and this also can reduce turnover among the employees.

Arshadi and Damiri (2013, as cited in Pahi et al., 2016) employees who have a high level of job stress are always unhealthy, less motivated, and less willing to stay in the organization. Due to this, employees depend on the stress that they can bear in the work and even still face the COVID-19. Tett and Meyer (1993) stated that turnover intention is determined by premeditation to poor performance and the purpose to leave the work. The researcher discovered that a higher level of stress increases the probability of turnover (Applebaum et al., 2010). Hence, the hypothesis is developed.

H2: Job stress has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

2.5.3 Job Insecurity and Turnover Intention

According to Jung et al. (2021), an employee's perceived job insecurity increases the tendency in looking for an alternative job. Chen et al. (2022) stated that the negative effects of job insecurity outweigh the positive outcomes. Based on the past study, Arnold and Feldman (1982, as cited in Jung et al., 2021), argued that job insecurity is a potential cause of increasing the employee's turnover intention. Moreover, Lee and Jeong (2017) asserted that job insecurity has a high level of relationship with turnover intention. However, Akgunduz and Eryilmaz (2018) emphasized that efforts to reduce perceived job insecurity were necessary to avoid losing exceptional employees. Urbanaviciute et al. (2018) also mentioned that job insecurity greatly affects turnover intention by restricting employees from attaining their basic needs.

There are many scholars who agreed that job insecurity elevates employees' intentions to leave and reduces their intentions to stay. In addition, Karatape et al. (2020) revealed that job insecurity leads to a high level of turnover intentions where the employees tend to leave early and be late for work (Chen & Chen, 2021). The findings conducted by Ribeiro et al. (2016) also proposed that the higher the level of job insecurity among the employees, the greater the intention to leave and the lower the intention to stay. Jung et al. (2021) also stated that in the pandemic situation, the adverse impacts of job insecurity on turnover intentions have also been highlighted. Since disease outbreak has triggered the existential threat in the hospitality industry, it is presumed to have a huge influence on the business and the hospitality workers might as well lose hope

in the industry's future and lead to a high level of turnover. Hence, below is the proposed hypothesis for this research.

H3: Job insecurity has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

2.5.4 Compensation and Turnover Intention

Chukwudi et al. (2022) report that the most widespread cause of high employee turnover is the income they earn; therefore, they are always searching for jobs with good salaries. According to Shukla and Sinha's 2013 study (cited in Chukwudi et al., 2022), low compensation is one of the most common causes of employee turnover. The study also found that when a person works at a low-wage job with little benefits, he or she is unlikely to remain if a similar company offers even a small wage increase. Nawawi et al. (2022) also mentioned that paying attention to salaries or income can help reduce employee turnover. According to Mulyadi et al. (2018), a satisfied compensation will give employees a sense of worth and confidence, making them less likely to leave their jobs. Consequently, organizations must provide adequate compensation to their employees who contributed their time, efforts, energy, and labor to assist the organization in achieving its goals and objectives (Nasrudin et al., 2018). According to Cole et al. (2021), the COVID-19 pandemic caused a huge workload and increased risk. Due to this, employees are seeking appropriate compensation for the workload and risks of working that resulting from the pandemic. If the employees are not satisfied with the compensation they receive, their intention to leave their current workplace occurs since compensation is the reciprocity expected by employees for their contribution to the company's growth (Asriani & Riyanto, 2020; Cole et al., 2021). Hence, the hypothesis is developed.

H4: Compensation has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

2.6 Chapter Summary

This chapter describes the previous studies' dependent variable (turnover intention) and independent variables (perceived risk, job stress, compensation, and job insecurity) in detail. A conceptual framework and hypothesis were also developed for this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

An overview of the research methodology will be presented in this chapter. The chapters discussed include research design, sampling design, data collection methods, construct measurement, research instruments, data processing, and data analysis.

3.1 Research Design

Research design is described as a method for presenting the approaches and techniques adopted to obtain the necessary data (Sileyew, 2019). Research design covers 3 types of approaches which are exploratory research, descriptive research, and causal research. In this study, we have chosen to conduct causal research to discover the relationship among the variables. The causality method allows us to determine how changes in independent variables affect dependent variables in order to gain a better understanding of the research study. Moreover, quantitative research was used to interpret the relationship between the associated variables in the study. We chose to adopt a quantitative approach while conducting the research analysis in order to collect more accurate data as it requires a huge amount of respondents in this research study.

3.2 Data Collection Methods

A data collection method is critical in research design; therefore, we intend to use a primary data collection method for this study to ensure the accuracy of the research results. The primary data collection method can be used to collect original data from the target sample.

3.2.1 Primary Data

Primary data means the information is gathered through firsthand experience. Based on Kabir (2016), primary data are those that have not yet been published, and therefore are more reliable, authentic, and objective. Additionally, since primary data has not been altered or modified by humans, its validity is higher than secondary data. The sources of primary data will be survey, interview, questionnaire, and observation. For this research, questionnaires via Google form and physical distribution will be conducted. The reason we chose a questionnaire survey via Google forms is that it is more cost-saving, convenient, and reduces the risk of getting infected by COVID-19 viruses. Apart from that, the Google form has a summary function, which summarizes the data collected from the respondents as statistics and charts, which we can use in this research. In the case of physical distribution, we intend to do it because it is easier to get a higher response rate than using Google forms. Additionally, all of our members have easy access to the four targeted states (Selangor, Perak, Pahang, and Johor).

3.3 Sampling Design

3.3.1 Target Population

According to Lavrakas (2008), the target population is the whole collection of units for which survey data will be utilized to make inferences. As a result, the target population identifies the units for whom the survey's findings are intended to be generalized (Lavrakas, 2008). In this research, we are intended to examine the significant impact of perceived risk, job stress, compensation, and job insecurity on the turnover intention among the hospitality employees in Malaysia in the post pandemic situation. Thus, our target population in this research will be the accommodation sector in Malaysia instead of the whole area of the hospitality industry. The areas in the accommodation sector we targeted are hotels, resorts, and homestay. The reason why we chose the accommodation sector only is because the hospitality industry is very vast and comprises a variety of sectors such as accommodation, travel & tourism, food & beverage, meeting & events, recreation, and etc (Mae, n.d.). Additionally, there is a large amount of area within the accommodation sector, so we chose three areas that are easily accessible. Thus, if we choose to target the whole hospitality industry, our target population will be very large. It might cause difficulties for us to collect all the data from such a vast population and also the reliability of our data will be affected too. According to the latest figures provided by the World Tourism Organization (UNWTO), a total of 208,500 employees are working in the accommodation sector in Malaysia in 2020 (Hirschmann, 2022). Thus, the total target population in our research will be 208,500.

3.3.2 Sampling Frame and Sampling Location

Based on Taherdoost (2016), a sampling frame is a list of the actual cases from which a sample will be taken. Unfortunately, we are unable to get the names of all the employees in the hotel and tourism industries. For this reason, we are unable to obtain the sampling frame. Our sampling location will be in Peninsular Malaysia since it is easily accessible. However, not all the states in Peninsular Malaysia will be our sampling location. There are only four states we cover, and those are Selangor, Pahang, Johor, and Perak. The reason we selected these four states is based on the latest update on the official portal of the Ministry of Tourism, Arts, and Culture, these four states have the most registered accommodation premises in Peninsular Malaysia, with Pahang having the most with 501, Perak having 489, Johor having 480, and Selangor having 435 (Ministry of Tourism, Arts, and Culture, 2022). Additionally, these four states were the most visited by domestic tourists in 2020, with Pahang attracting 5.2 million visitors, followed by Perak (4.9 million), Selangor (4.7 million), and Johor (4.0 million) (Amir, 2021). With this, we can see that the hospitality industry in these four states prospered and has created more job opportunities. The sampling frame in this research will be those employees who work in the accommodation sector of Pahang, Perak, Selangor, and Johor.

3.3.3 Sampling Elements

Sample elements are the people being targeted for this study. In the accommodation sector, it consists of various departments including the front office, housekeeping, food & beverage, accounting, human resources, maintenance, sales & marketing, and purchase & store (*“The Main Department in Hotels,”* 2019). Aside from that, it also consists of a variety of job positions and levels. Hence, we will target all the employees no matter from what level

of positions and departments. The reason is that large accommodation premises require various departments to function normally, while small ones have and need only certain departments, such as front office and housekeeping. Furthermore, even though they are both the same size, they could have different departments and positions within their premises. As an example, premise A has a food and beverage department, while premise B doesn't, even though they are of the same size. Therefore, to avoid the inability to reach certain departments' employees from different sizes of the premises, all employees across departments and levels of position will be the sampling elements. Additionally, the questionnaires will also be distributed to different groups of respondents based on their age, state, race, gender, marital status, income level, and working experience with the aim of obtaining different perspectives from respondents. As a result, we can also obtain reliable and accurate results.

3.3.4 Sampling Technique

In general, there are two types of sampling techniques, namely probability sampling and non-probability sampling. In this research, we will carry out our research using a non-probability sampling technique since we cannot obtain the sampling frame for our research. It has to be noticed that we will be using convenience sampling in our research. Based on Bhardwaj (2019), convenience sampling refers to the practice of selecting members of a sample based on their ease of access. The main reason we choose this sampling technique is that it is a low-cost and simple option when compared with other sampling techniques. Additionally, because our target population will have a large sample size, convenience sampling will be able to collect massive amounts of data in a very short amount of time (Bhardwaj, 2019). Therefore, convenience sampling will be the appropriate technique for us.

3.3.5 Sampling Size

A sampling size is a portion taken from a population's total. In our study, we have targeted 208,500 employees in the accommodation sector in Malaysia. Thus, according to the Krejcie and Morgan (1970) table, our research population will be categorized as 1 million population size and the sample size will be 384.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

Figure 3.1: Sample Size Determination Using Krejcie and Morgan Table

Source: (Sample Size Determination Using Krejcie and Morgan Table – Kenya Projects Organization, 2012)

3.4 Research Instrument

A research instrument gathers, measures, and analyzes data related to the research interest. In this study, a questionnaire will be used as the research instrument. We use questionnaires because they are the most effective way to collect data from a large number of respondents. To ensure clear understanding of the question and accurate data collection, the questionnaire was carefully designed. The question included information about the respondent's demographics as well as questions regarding the dependent variable (DV) and independent variable (IV). This questionnaire uses a fixed alternative format, which is a multiple-choice answer style to facilitate a quick decision-making process.

3.4.1 Questionnaire Design

Our questionnaire is categorized into 3 sections. Section A includes the respondent's demographic profile which consists of 8 questions involving the age group, state, race, gender, salary range, marital status, and the working period in the hospitality industry. Section B has 8 questions that are related to our dependent variable (Turnover Intention). Section C is related to our independent variables (Perceive Risk, Job Stress, Job Insecurity, Compensation) which consists of 34 questions in this section. In sections B and C, we are using a 5-point Likert Scale to measure which is from strongly agree to strongly disagree.

3.4.2 Pilot Study

Pilot study is a small initial study in a small-scale version before the actual study. The aim of the pilot study is to check and find out the error that might be incurred in the design of the questionnaire. In our pilot study, 30 sets of questionnaires were distributed to target populations in Selangor, Pahang Perak, and Johor. After all 30 questionnaire sets were collected, SPSS version 28 was used to test their reliability.

3.5 Construct Measurement

3.5.1 Origin of Construct Measurement

Table 3.1: Origin of Construct Measurement

Variable		Number of Questions	Sources
Dependent Variable	Turnover Intention	8	Teng, Y. M., Wu, K. S., & Xu, D. (2021). Chen, C. C., Zou, S. S., & Chen, M. H. (2022).
	Independent Variables		
	Perceived Risk	9	Chen, C. C., Zou, S. S., & Chen, M. H. (2022). Irshad, M., Khattak, S. A., Hassan, M. M., Majeed, M., & Bashir, S. (2020).
	Job Stress	8	Qureshi, I., Jamil, R., Iftikhar, M., Arif, S., Lodhi, S., Naseem, I., & Zaman, K. (2012).
	Job Insecurity	8	Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021).
	Compensation	9	Parashakti, R. D., Nashar, M., & Usliawati, D. (2017).

Remark: Designed for the study

3.5.2 Scale of Measurement

According to Michell (1997, as cited in Matthews, 2017), measurement is the estimation or discovery of a quantitative attribute's magnitude ratio to a unit of the same attribute. Data collection, analysis, and presentation all rely on measurement scales (data types) (Mishra et al., 2018). In addition, the measurement scale is categorized into four different categories, namely nominal, ordinal, interval, and ratio scales (Dalati, 2018). In this research, we used only nominal scales, ordinal scales, and interval scales.

3.5.2.1 Nominal Scale

Williams (2021) argues that nominal measurement occurs when we have an empirical test that allows us to decide that some things are equivalent to one another regarding some property, but others are significantly different. In this research, there are five questions in Section A using the nominal scale, which are: question 1 (Type of accommodation sector engaged in), question 2 (Gender), question 4 (State), question 5 (Race), and question 6 (Marital status). All of these questions do not contain any ranking or number values, since the purpose is simply to categorize the respondents.

Example of nominal scale:

1. Race
 - () Malay
 - () Chinese
 - () Indian

() Others (Please specify)

3.5.2.2 Ordinal Scale

As per Williams (2021), ordinal measurement is a method of deciding that certain things are larger or smaller than others in terms of some attribute. Ordinal measures allow one to understand the relative differences between values and the proper order of them (Matthews, 2017). Among the questions in this research, three use an ordinal scale: question 3 (Age), question 7 (Salary range), and question 8 (How long have you been working in this Hospitality Industry).

Example of ordinal scale:

1. Age group
 - () Below 20 years old
 - () 20-25 years old
 - () 26-30 years old
 - () 31-35 years old
 - () 36-40 years old
 - () 41 years old and above

3.5.2.3 Interval Scale

Interval measurements have regular distances between their values, according to Matthews (2017). Besides, this scale incorporates the principle of fixed distance between 1 and 2 and 2 and 3, which should be equal distance (Dalati, 2018). To determine a respondent's feelings and attitudes, a Likert scale is applied. In this study, the questionnaire survey uses the Likert scale in Section B and C. In addition, we set up a five-point scale in the questionnaire ranging from strongly agree to strongly disagree. The following shows an example of a question based on five-point scale:

Table 3.2: Example of Questionnaire Design with Interval Scale

No	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Salaries, wages, or incentives given meet my needs.	5	4	3	2	1
2.	Salaries, wages, or incentives given in accordance with my job and responsibility.	5	4	3	2	1
3.	My company always give salaries, wages, or incentives on time.	5	4	3	2	1
4.	My company provides allowance in line with expectations.	5	4	3	2	1
5.	I am satisfied with the social security provided by the company.	5	4	3	2	1
6.	I get a proper appreciation for my work	5	4	3	2	1
7.	I get the available facilities and infrastructure.	5	4	3	2	1
8.	My company provided an opportunity for career and work.	5	4	3	2	1
9.	My salary is relatively high compared to other industries.	5	4	3	2	1

3.6 Data Processing

In data processing, data is transferred from questionnaires and converted into usable information. Data processing ensures that the data collected is organized and the results generated are accurate and reliable. As part of the data collection process, data were edited, checked, transcribed and coded.

3.6.1 Data Checking

Data checking is required when the distributed questionnaires have been completed and collected from the targeted respondents. This process is necessary for identifying the errors and ensuring the completeness of the survey. Thus, when any issues are discovered in the questionnaire, such as invalid information or missing data, corrective actions should be performed immediately in order to acquire adequate results.

3.6.2 Data Editing

Data editing is a required step after reviewing all the responses collected from the respondents. This stage is crucial because it helps to ensure the completeness, accuracy, and reliability of the information provided. When researchers detect insufficient or inaccurate information, they will have to make some adjustments and edit the data in order to generate accurate and appropriate data in the research study.

3.6.3 Data Coding

Data coding involves summarising the collected data and using the numeric code on the details of the respondents properly which is needed to be included in the database. By using the numeric code in the database to record the data, it facilitates the data input and reduces the chance of having an error. The data in this research has a code range of 1 to 5. For example, the respondents are given 5 choices in Section B to choose, whether they strongly disagree (1), disagree (2), neutral (3), agree (4), or strongly agree (5).

3.6.4 Data Transcribing

The data transcribing is the final step which is to transfer all the coded data into the SPSS application and ensure that the negative forms of questions are reversed. In addition, the SPSS software will then transcribe the coded details into the data analysis.

3.7 Data Analysis

Data analysis is the science of examining raw data in order to draw conclusions about it (Singh & Singh, 2015). For the purposes of this research, Statistical Package for the Social Sciences (SPSS) version 28 will be used to analyze the collected data.

3.7.1 Descriptive Analysis

According to Torchim (n.d.), descriptive analysis is used to describe the fundamental characteristics of data in a study, by providing concise summaries of the sample and measures. Besides, it forms the foundation of almost every quantitative data analysis along with simple graphics analysis. This research employs descriptive analysis in Section A of the questionnaire, which includes information regarding type of accommodation sector engaged in, gender, age, state, race, marital status, salary range, and years of experience in the hospitality industry.

3.7.2 Scale Measurement - Reliability Test

Reliability test enables researchers to investigate the properties of measurement scales as well as the items that make up the scales. Furthermore, it also provided information about the relationship between individual items in the scale (“Scale Reliability”, 2021). To evaluate our questionnaire's reliability, Cronbach's alpha will be used. According to Sekaran and Bougie (2016), coefficient alpha values below 0.60 are considered poor reliability, 0.60 to 0.70 are fair reliability, 0.70 to 0.80 are good reliability, and 0.80 to 0.95 are considered very good reliability.

Table 3.3: Coefficient Alpha

Coefficient Alpha (α)	Level of Reliability
Less than 0.60	Poor Reliability
0.60 to 0.70	Fair Reliability
0.70 to 0.80	Good Reliability
0.80 to 0.95	Very Good Reliability

Source: Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill for business: A skill building approach (7th ed.)*. West Sussex, United Kingdom: John Wiley & Sons Ltd.

Table 3.4: Results of the Reliability Analysis (Pilot Study)

No.	Constructs	Cronbach's Alpha Value	Items
1.	Dependent Variable-Turnover Intention	0.749	8
2.	Independent Variable-Perceived Risk	0.925	9
3.	Independent Variable-Job Stress	0.902	8
4.	Independent Variable-Job Insecurity	0.791	8
5.	Independent Variable-Compensation	0.886	9

Remark: Developed from SPSS version 28

The results of the reliability test for turnover intention show a Cronbach's Alpha value of 0.749. This value (0.749) falls under the range 0.70 to 0.80. Since Cronbach's Alpha for this variable is 0.749 which falls under the range 0.70 to 0.80, the 8 items measuring turnover intention are good reliability.

For perceived risk, the result of the reliability analysis shows Cronbach's Alpha value of 0.925. This value (0.925) falls under the range 0.80 to 0.95. Since the

Cronbach's Alpha in this case is 0.925 which falls under the range 0.80 to 0.95, the 9 items measuring perceived risk are very good reliability.

In terms of job stress, the result shows Cronbach's Alpha value of 0.902. The Cronbach's Alpha value (0.902) falls within the range of 0.80 to 0.95. Because the Cronbach's Alpha value falls within the range of 0.80 to 0.95, the 8 items measuring job stress are very good reliability.

For job insecurity, Cronbach's Alpha value is 0.791. This Cronbach's Alpha value (0.791) falls under the range 0.70 to 0.80. Since the Cronbach's Alpha value in this case falls under the range 0.70 to 0.80, the 8 items measuring job insecurity are good reliability.

Lastly, the results of the reliability test for compensation shows a Cronbach's Alpha value of 0.886. This Cronbach's Alpha value (0.886) falls under the range 0.80 to 0.95. Thus, the 9 items measuring compensation are very good reliability, since their Cronbach Alpha value is within that range.

3.7.3 Inferential Analysis

3.7.3.1 Multiple Regression Analysis

Multiple regression analysis is a statistical method that uses the equation to evaluate the correlation between two or more independent variables and one dependent variable to estimate the coefficients in the equation for a straight line. This method demonstrated the relationship between each IV and its significance in predicting the DV ("Multiple Regression Analysis", n.d.). Multiple linear

regression was employed in this study to evaluate the association between each independent and dependent variable. The following is the multiple regression analysis equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Table 3.5: Multiple Regression Equation

Y	Turnover Intention
a	Constant
b _i	Value of Parameter Estimates, where i = 1,2,3...
X ₁	Perceive Risk
X ₂	Job Stress
X ₃	Job Insecurity
X ₄	Compensation

3.8 Chapter Summary

This chapter covers topics such as research design, data collection methods, sampling design, research instrument, construct measurement, data processing, and data analysis of this research. Additionally, we will further reveal and explain the conclusions of the findings from the questionnaire result in the following chapter.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

In the fourth chapter, descriptive analysis, scale measurement, and inferential analysis are examined and justified. The data was gathered from 388 people in Johor, Perak, Pahang, and Selangor. The researcher generated the data using Statistical Package for Social Sciences (SPSS) version 28. The questionnaire results were interpreted in depth using a bar chart and a table. This chapter also discusses the relationship between the dependent variable (turnover intention) and the independent variables (perceived risk, job stress, job insecurity and compensation).

4.1 Descriptive Analysis

In the descriptive analysis, researchers summarised and analysed the data obtained to give a clear idea of the demography of the respondents using straightforward visualisations such bar charts, pie charts, and tables.

4.1.1 Respondent Demographic Profile

The demographic information about the survey participants, including their gender, age, race, marital status, basic monthly salary, state, employment duration in the hospitality industry, and type of accommodation sector they are employed in, will be included in this section.

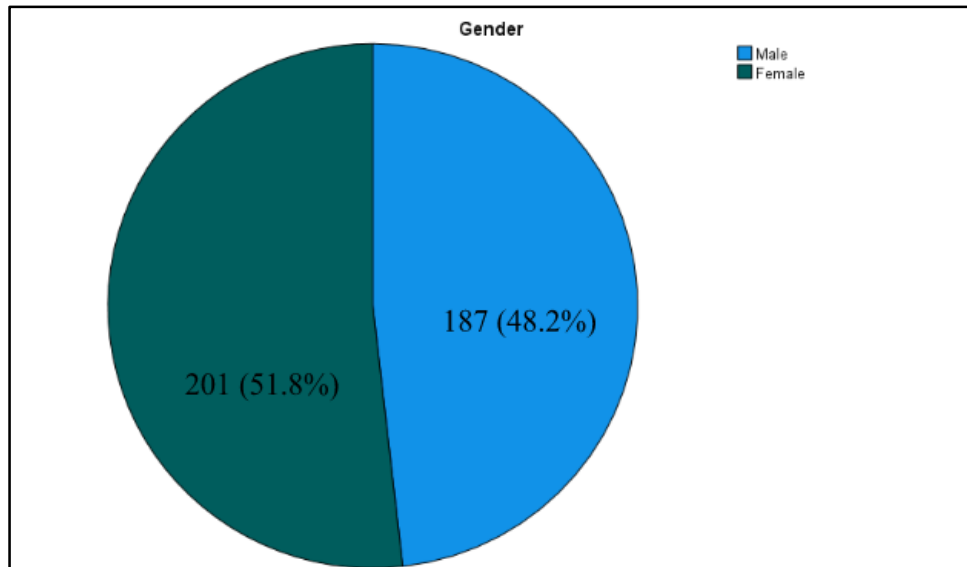
4.1.1.1 Gender

Table 4.1: Respondent's Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	187	48.2	48.2	48.2
	Female	201	51.8	51.8	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.1: Statistics of Respondent's Gender



Remark: Developed for the study

According to Table 4.1 and Figure 4.1, 201 respondents (51.8 %) out of a total of 388 respondents are females, while 187 respondents (48.2 %) are males.

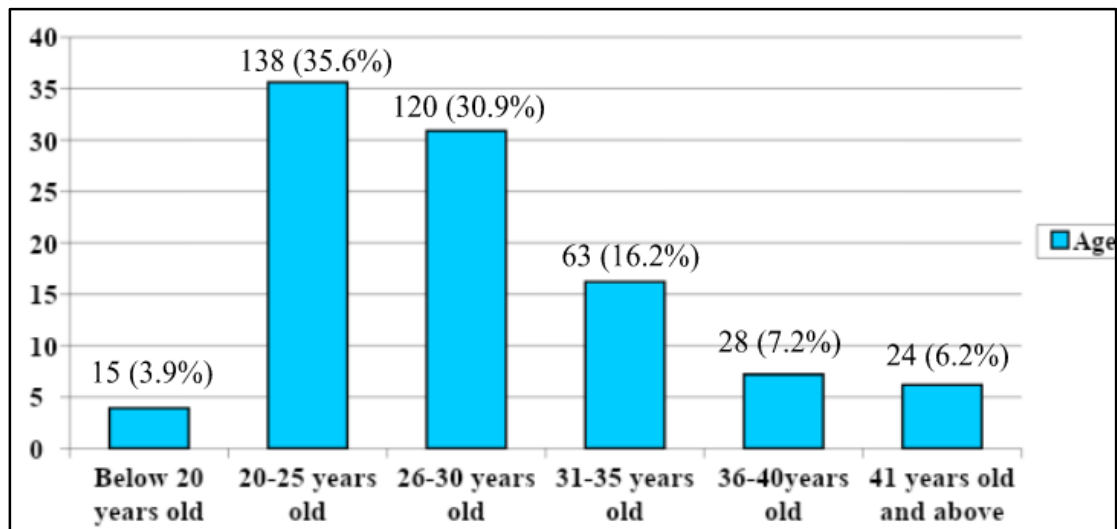
4.1.1.2 Age

Table 4.2: Respondent's Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
	Below 20 years old	15	3.9	3.9
20-25 years old	138	35.6	35.6	39.4
26-30 years old	120	30.9	30.9	70.4
31-35 years old	63	16.2	16.2	86.6
36-40 years old	28	7.2	7.2	93.8
41 years old and above	24	6.2	6.2	100
Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.2: Statistics of Respondent's Age



Remark: Developed for the study

Based on the table and the bar chart 4.2, most of the respondents with 35.6% or 138 respondents are aged between 20-25 years old, followed by 30.9% or 120

respondents are aged between 26-30 years old, 16.2% or 63 respondents who are 31-35 years old, 7.2% or 28 respondents who are 36-40 years old and 6.2% or 24 respondents who are 41 years old and above. There are only 3.9% or 15 respondents who are 20 years old and below.

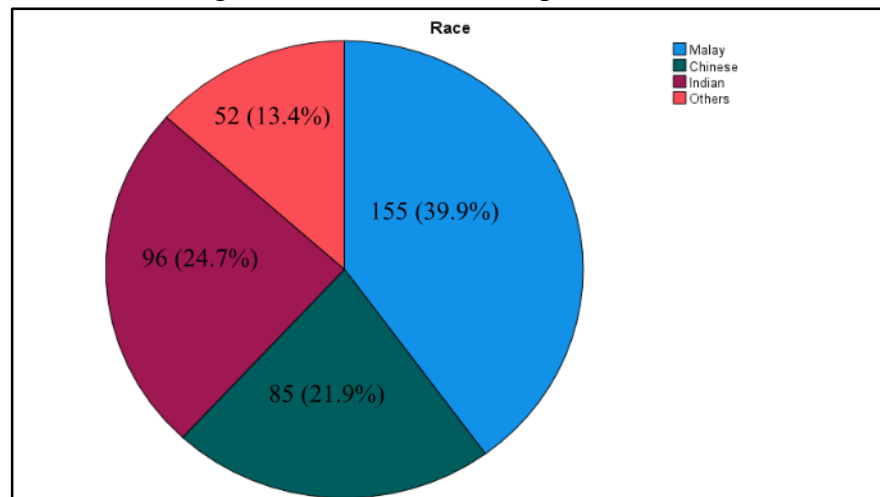
4.1.1.3 Race

Table 4.3: Respondent's Race

Race	Frequency	Percent	Valid Percent	Cumulative Percent
Malay	155	39.9	39.9	39.9
Chinese	85	21.9	21.9	61.9
Indian	96	24.7	24.7	86.6
Others	52	13.4	13.4	100
Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.3: Statistics of Respondent's Race



Remark: Developed for the study

There are four groups based on the respondents' race. Table 4.3 and Figure 4.3 shows that 155 respondents (39.9%) out of the 388 respondents are Malay, 96 respondents (24.7%) are Indian, and 85 respondents (21.9%) are Chinese. Besides, only 52 respondents (13.4%) belong to another race group category.

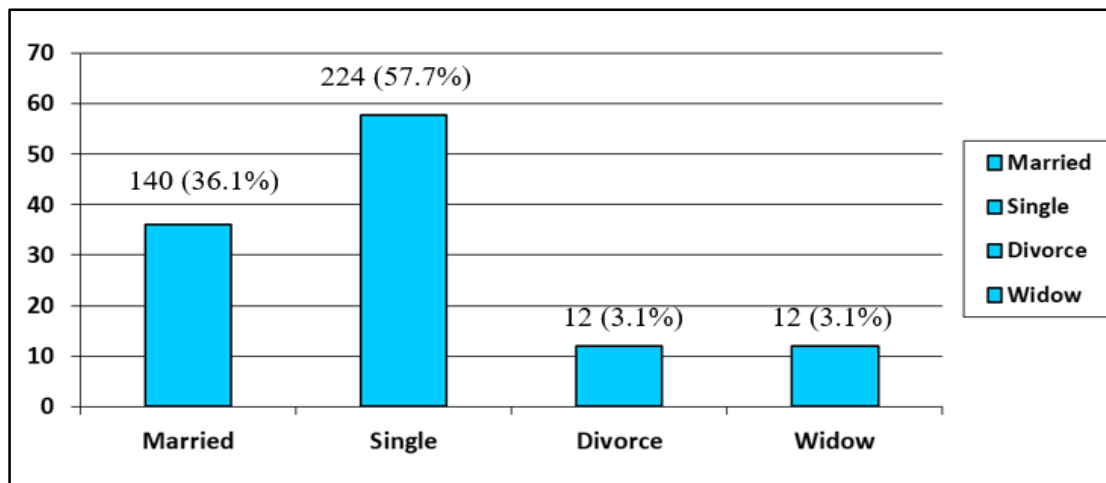
4.1.1.4 Marital Status

Table 4.4: Respondent's Marital Status

		Frequency	Percent	Valid Percent	Cumulative
Marital Status	Married	140	36.1	36.1	36.3
	Single	224	57.7	57.7	93.8
	Divorce	12	3.1	3.1	96.9
	Widow	12	3.1	3.1	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.4: Statistics of Respondent's Marital Status



Remark: Developed for the study

Based on table 4.4 and figure 4.4, we know that 57.7% of the respondents in the survey are single, which represents the majority of the 224 respondents. There are 140 respondents (36.1%) who are in the status of married. There are 12 respondents (3.1%) in the divorce and widow category.

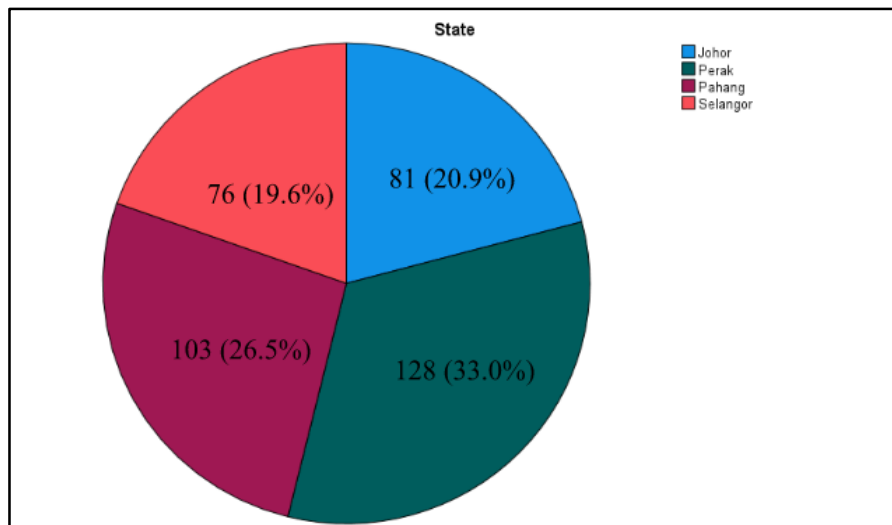
4.1.1.5 State

Table 4.5: Respondent's State

State		Frequency	Percent	Valid Percent	Cumulative Percent
	Johor	81	20.9	20.9	20.9
	Perak	128	33.0	33.0	53.9
	Pahang	103	26.5	26.5	80.4
	Selangor	76	19.6	19.6	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.5: Statistics of Respondent's State



Remark: Developed for the study

Based on table 4.5 and pie chart 4.5, it shows the state where the respondents work. There are 128 respondents (33.0%) that work in Perak and there are 103 respondents (26.5%) working in Pahang. Next, 81 respondents (20.9%) are working in Johor and 76 respondents (19.6%) are working in Selangor.

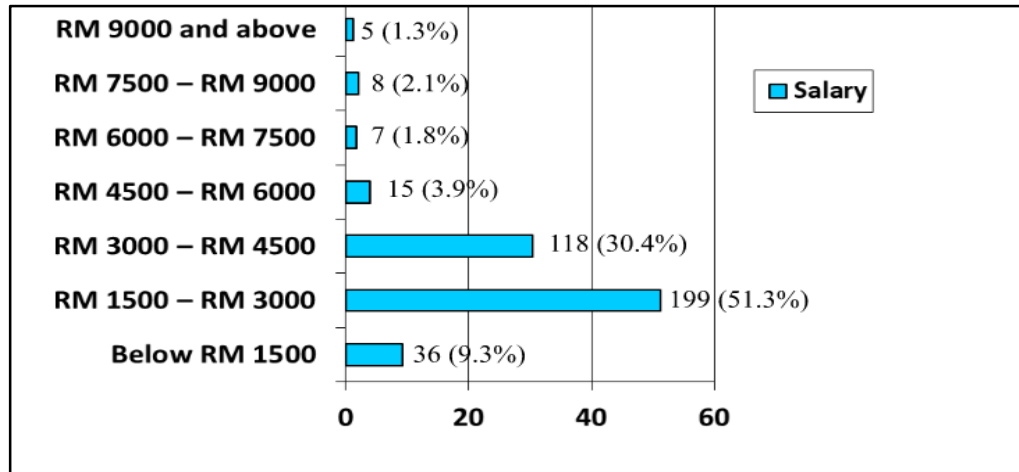
4.1.1.6 Salary

Table 4.6: Respondent's Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Salary	Below RM 1500	36	9.3	9.3	9.3
	RM 1500 – RM 3000	199	51.3	51.3	60.6
	RM 3000 – RM 4500	118	30.4	30.4	91.0
	RM 4500 – RM 6000	15	3.9	3.9	94.8
	RM 6000 – RM 7500	7	1.8	1.8	96.6
	RM 7500 – RM 9000	8	2.1	2.1	98.7
	RM 9000 and above	5	1.3	1.3	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.6: Statistics of Respondent's Salary



Remark: Developed for the study

Table 4.6 and Figure 4.6 show that respondent's salary per month. There are 36 respondents (9.3%) whose monthly salary is below RM 1500. There are 199 respondents (51.3%) whose monthly salary is between RM 1500 to RM 3000, and 118 respondents (30.4%) whose monthly salary is between RM 3000 to RM 4500. There are respondents earning RM 4500 to RM 6000 which is made up of 15 respondents (3.9%). Moreover, there are 7 respondents that consist of 1.8% in the range of RM 6000 to RM 7500 while there are 8 respondents that consist of 2.1% in the range of RM 7500 to RM 9000. Lastly, there are 5 respondents that consist of 1.3% in the range of RM 9000 and above.

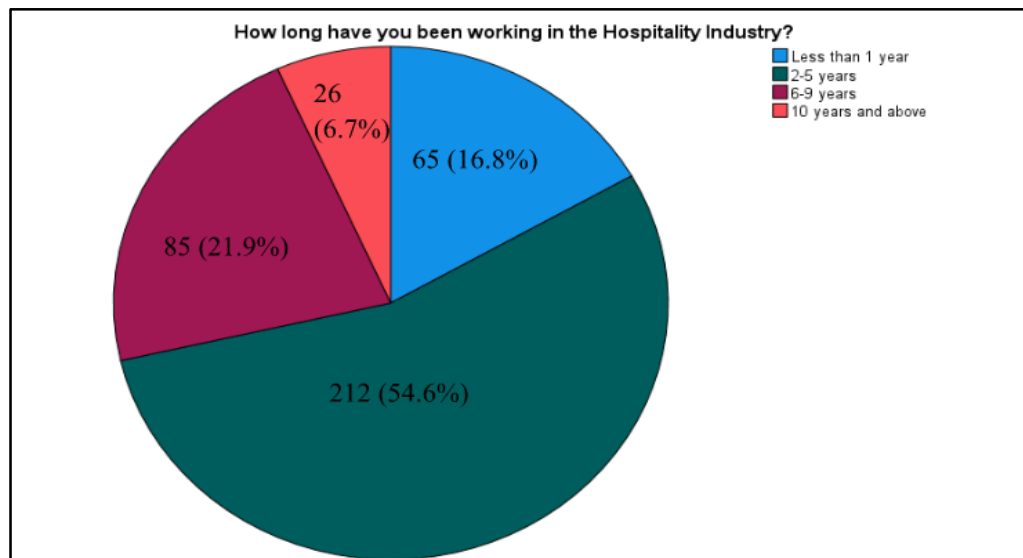
4.1.1.7 Working Experience

Table 4.7: Respondent's Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Working Experience	Less than 1 year	65	16.8	16.8	16.8
	2-5 years	212	54.6	54.6	71.4
	6-9 years	85	21.9	21.9	93.3
	10 years and above	26	6.7	6.7	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.7: Statistics of Respondent's Working experience



Remark: Developed for the study

Table 4.7 and Figure 4.7 display respondents' working experience in the hospitality industry. Based on the results, there is a range of working experience of less than 1 year which is the 65 respondents (16.8%). Most of the respondents are in the range of working experience 2 - 5 years, with 212 respondents

(54.6 %). And there are 85 respondents (21.9%) who are in the range of working experience of 6 - 9 years. Furthermore, there are only 26 respondents (6.7%) in total who have 10 years and above of experience.

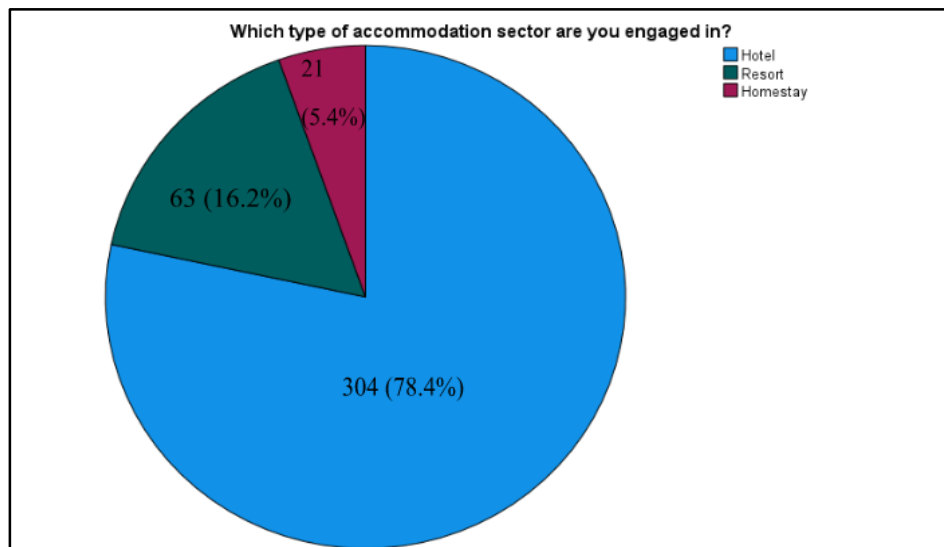
4.1.1.8 Type of Accommodation Sector

Table 4.8: Type of Accommodation Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Type of Accommodation Sector	Hotel	304	78.4	78.4	78.4
	Resort	63	16.2	16.2	94.6
	Homestay	21	5.4	5.4	100
	Total	388	100	100	

Remark: Developed from SPSS version 28

Figure 4.8: Statistics of Type of Accommodation Sector



Remark: Developed for the study

Table 4.8 and Figure 4.8 shows the type of accommodation sector that the employees are engaged in. There are 304 respondents (78.4%) out of the 388 total respondents who are working in hotels, 63 respondents (16.2%) are working in resorts, and only 21 respondents (5.4%) are working in homestays.

4.1.2 Central Tendencies Measurement of Construct

4.1.2.1 Turnover Intention

Table 4.9: Central Tendency Measurement for Turnover Intention

Statement	Mean	Ranking (Mean)	Standard Deviation	Ranking (Standard Deviation)
1. Are you often thinking about a different job that will suit your personal needs?	3.95	1	0.909	8
2. Will you leave your current job once you receive another suitable offer?	3.67	3	1.048	6
3. Do you regularly look forward to another day at work?	3.71	2	0.910	7
4. Are you emotionally agitated after returning home from work?	3.09	5	1.258	1
5. Does your current job affect your personal wellbeing?	3.05	6	1.089	4
6. Do you still think a lot about leaving the hospitality industry?	2.88	8	1.137	3
7. Are you still actively searching for an alternative to the hospitality industry?	3.25	4	1.054	5
8. Are you going to leave the hospitality industry soon even though it is already in the post-pandemic era?	2.91	7	1.184	2

Remark: Developed from SPSS version 28

Table 4.9 displays the central tendencies measurement of turnover intention. The statement 'Are you often thinking about a different job that will suit your personal needs?' (Q1) which is the highest mean value of 3.95 is the most respondents agree with that statement. This was followed by Q3 (3.71), Q2 (3.67), Q7 (3.25), Q4 (3.09), Q5 (3.05), Q8 (2.91) and Q6 (2.88).

For standard deviation, Q4 has the highest standard deviation of 1.258. Which then continued by Q8 (1.184), Q6 (1.137), Q5(1.089), Q7 (1.054), Q2 (1.048), Q3 (0.910) and ended with Q1 (0.909) has the lowest standard deviation in answer.

4.1.2.2 Perceived Risk

Table 4.10: Central Tendency Measurement for Perceived Risk

Statement	Mean	Ranking (Mean)	Standard Deviation	Ranking (Standard Deviation)
1. I have difficulty keeping the threat of Coronavirus out of my mind.	3.20	5	1.188	3
2. There is nothing I can do to defend myself from the attack of Coronavirus in the future.	3.16	6	1.085	6
3. I worry that Coronavirus will only get worse as time passes.	3.23	4	1.279	1
4. I think that I am completely helpless in protecting myself from the Coronavirus Outbreak.	2.91	7	1.133	5
5. I worry that the threat of Coronavirus will never end.	3.36	3	1.254	2
6. I lack control in defending myself and my loved ones against Coronavirus.	2.67	8	1.044	8
7. I think that I might contract COVID-19 even if I try to avoid it.	3.41	2	1.056	7
8. My health will be severely damaged if I contract COVID-19.	3.23	4	1.170	4
9. I think COVID-19 is more severe than other respiratory diseases.	3.68	1	1.133	5

Remark: Developed from SPSS version 28

Table 4.10 shows the perceived risk central tendencies measurement. As we can see from the table, Q9 (I think COVID-19 is more severe than other respiratory disease.) has the highest mean value of 3.68, which indicates that it is highly agreed upon by most respondents. The lowest mean of the perceived risk falls under “I lack control in defending myself and my loved ones against Coronavirus.” (Q6), with the value of 2.67.

Moreover, the statement “I worry that Coronavirus will only get worse as time passes.” (Q3) received the highest standard deviation value of 1.279. The lowest value of the standard deviation of the perceived risk falls under “I lack control in defending myself and my loved ones against Coronavirus.” (Q6), with the value of 1.044.

4.1.2.3 Job Stress

Table 4.11: Central Tendency Measurement for Job Stress

Statement	Mean	Ranking (Mean)	Standard Deviation	Ranking (Standard Deviation)
1. I often feel stress at work.	3.19	4	1.192	5
2. The job difficulty usually brings me to sleeplessness.	3.12	6	1.110	8
3. My job makes me nervous.	3.27	3	1.280	1
4. I feel exhausted after daily work.	3.15	5	1.246	2
5. It's helpful for my health if I change my job.	3.30	2	1.230	3
6. I feel weak and dispirited at work.	2.76	7	1.117	6
7. I feel more hot-tempered at work.	3.44	1	1.113	7
8. I feel depressed and unhappy at work.	3.19	4	1.201	4

Remark: Developed from SPSS version 28

In Table 4.11, we display the measurement of the central tendencies associated with job stress. "I feel more hot-tempered at work." (Q7) has the highest mean of 3.44, indicating that most of the respondents agree with this statement. "I feel weak and dispirited at work." (Q6) has the lowest mean of 2.76.

In terms of standard deviation, "My job makes me nervous." (Q3) has the highest value of 1.280. The lowest value of the standard deviation of job stress

falls under "The job difficulty usually brings me to sleeplessness." (Q2), with the value of 1.110.

4.1.2.4 Job Insecurity

Table 4.12: Central Tendency Measurement for Job Insecurity

Statement	Mean	Ranking (Mean)	Standard Deviation	Ranking (Standard Deviation)
1. I am very sure that I will be able to keep my job.	1.75	8	0.684	8
2. I am certain of my job environment.	1.98	7	0.840	6
3. I think that I will be able to continue working here.	2.02	6	0.764	7
4. There is only a small chance that I will become unemployed.	2.26	5	0.932	5
5. I fear that I might get fired.	2.87	4	1.298	3
6. I worry about the continuation of my career.	3.14	2	1.312	2
7. I fear that I might lose my job.	2.91	3	1.343	1
8. I feel uncertain about the future of my job.	3.29	1	1.130	4

Remark: Developed from SPSS version 28

The central tendencies of job insecurity are presented in Table 4.12. Q8 has the highest mean of 3.29, suggesting that most respondents agree with this statement. The lowest mean of 1.75 is found in Q1.

As for standard deviation, Q7 has the highest value of 1.343. The lowest value will be Q8 (0.684).

4.1.2.5 Compensation

Table 4.13: Central Tendency Measurement for Compensation

Statement	Mean	Ranking (Mean)	Standard Deviation	Ranking (Standard Deviation)
1. Salaries, wages, or incentives given meet my needs.	3.91	2	1.063	5
2. Salaries wages or incentives are given in accordance with my job and responsibility.	3.89	4	1.047	6
3. My company always gives salaries, wages, or incentives on time.	4.26	1	0.768	8
4. My company provides allowance in line with expectations.	3.67	9	1.037	7
5. I am satisfied with the social security provided by the company.	3.75	8	1.086	3
6. I get a proper appreciation for my work.	3.86	6	1.066	4
7. I get the available facilities and infrastructure.	3.85	7	1.106	2
8. My company provided an opportunity for career and work.	3.88	5	1.134	1
9. My salary is relatively high compared to other industries.	3.90	3	1.106	2

Remark: Developed from SPSS version 28

In Table 4.13, the central tendencies of compensation are shown. Among the questions, "My company always pays salaries, wages, or incentives on time." (Q3) has the highest mean (4.26), indicating that the majority agrees with the statement. Then followed by Q1 (3.91), Q9 (3.90), Q2 (3.89), Q8 (3.88), Q6 (3.86), Q7 (3.85), Q5 (3.75), and ended with Q4 (3.67) which has the lowest mean.

The standard deviation for Q8 is 1.134, which is the highest of all. Then followed by Q9 (1.106) and Q7 (1.106) which shares the same value, Q5 (1.086), Q6 (1.066), Q1 (1.063), Q2 (1.047), Q4 (1.037) and ended with Q3 (0.768) that has the lowest standard deviation in answer and is agreed by most of the respondents.

4.2 Scale Measurement

In order to evaluate the reliability of the dependent variable (turnover intention) and independent variables (perceived risk, job stress, job insecurity, and compensation), SPSS version 28 has been used in this research for the reliability analysis. Unlike the pilot study in Chapter 3, the result shown below will be based on a full study, with a total of 388 responses from respondents will be tested for the reliability test.

4.2.1 Reliability Analysis

Table 4.14: Results of the Reliability Analysis (Full Study)

No.	Constructs	Cronbach's Alpha Value	Items
1.	Dependent Variable-Turnover Intention	0.801	8
2.	Independent Variable-Perceived Risk	0.806	9
3.	Independent Variable-Job Stress	0.765	8
4.	Independent Variable-Job Insecurity	0.649	8
5.	Independent Variable-Compensation	0.894	9

Remark: Developed from SPSS version 28

The reliability test for turnover intention yielded a Cronbach's Alpha value of 0.801. This value (0.801) is within the range of 0.80 to 0.95. The Cronbach's Alpha for this variable is 0.801, which falls within the range of 0.80 to 0.95, indicating that the 8 items measuring turnover intention are very reliable.

In terms of perceived risk, the result shows Cronbach's Alpha value of 0.806. This Cronbach's Alpha value (0.806) falls under the range 0.80 to 0.95. As the Cronbach's Alpha in this case is 0.806 which falls under the range 0.80 to 0.95, the 9 items measuring perceived risk are very good reliability.

For job stress, Cronbach's Alpha value is 0.765. This Cronbach's Alpha value (0.765) falls under the range 0.70 to 0.80. Since the Cronbach's Alpha value in this case falls under the range 0.70 to 0.80, the 8 items measuring job stress are in a good reliability.

The results of the reliability test for job insecurity show a Cronbach's Alpha value of 0.649. A Cronbach's Alpha of 0.649 is considered to be within range of 0.60 to 0.70, indicating the 8 items measuring job insecurity are having fair reliability.

As for compensation, Cronbach's Alpha comes in at 0.894. Based on Cronbach's Alpha value of 0.894, which falls within the range of 0.80 to 0.95, the 9 items that measure compensation are very good reliability.

4.3 Inferential Analysis

4.3.1 Multiple Linear Regression Analysis

Table 4.15: Multiple Linear Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.618 ^a	0.381	0.375	0.552

a. Predictors: (Constant), Compensation Average, Job Insecurity Average, Perceived Risk Average, Job Stress Average

Remark: Generated from SPSS version 28

Based on the table 4.15, the value of correlation coefficient (R-value) for this study is 0.618. The R-value is the correlation coefficient between dependent variable and independent variables taken together. This indicates that there is a positive and high correlation between dependent variables and independent variables. Moreover, the R-square value of 0.381 indicates that 38.1% of the variance in the dependent variable (turnover intention) can be explained by the independent variables (perceived risk and job stress) which have a significant impact towards the turnover intention.

Table 4.16: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.856	4	17.964	59.041	<.001 ^b
	Residual	116.534	383	0.304		
	Total	188.391	387			

a. Dependent Variable: Turnover Intention Average

b. Predictors: (Constant), Compensation Average, Job Insecurity Average, Perceived Risk Average, Job Stress Average

Source: Developed from SPSS version 28

According to table 4.16, the p-value (<0.001) is less than the alpha value 0.05. This explains that F statistics is significant. This study's model accurately describes the relationship between the dependent and independent variables. As a result, the independent variables (perceived risk and job stress) are significant in explaining the variation in turnover intention among Malaysian hospitality employees. The data supports the alternative hypothesis.

Table 4.17: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.823	0.268		3.068	.002
	Perceived Risk Average	0.223	0.041	0.230	5.464	<.001
	Job Stress Average	0.510	0.041	0.534	12.423	<.001
	Job Insecurity Average	0.042	0.050	0.035	0.849	0.397
	Compensation Average	0.013	0.039	0.014	0.325	0.745

a. Dependent Variable: Turnover Intention Average

Remark: Developed from SPSS version 28

From the table 4.17, we can make an equation according to the multiple regression model which are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

$$\text{Turnover Intention} = 0.823 + 0.223 (X_1) + 0.510 (X_2) + 0.042 (X_3) + 0.013 (X_4)$$

X1 = Perceived Risk

X2 = Job Stress

X3 = Job Insecurity

X4 = Compensation

$$\text{Turnover Intention} = 0.823 + 0.223(\text{Perceived Risk}) + 0.510(\text{Job Stress}) + 0.042(\text{Job Insecurity}) + 0.013(\text{Compensation})$$

H1: Perceived risk has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Based on the result, perceived risk is significant to predict employees' turnover intention because the p-value <0.001 is less than the alpha value 0.05. Thus, H1 is supported.

H2: Job stress has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Based on the result, job stress is significant to predict employees' turnover intention because the p-value <0.001 is less than alpha value 0.05. Thus, H2 is supported.

H3: Job insecurity has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Based on the result, job insecurity is not significant to predict employees' turnover intention because the p-value 0.397 is greater than the alpha value 0.05. Thus, H3 is not supported.

H4: Compensation has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Based on the result, compensation is not significant to predict employees' turnover intention because the p-value 0.745 is greater than the alpha value 0.05. Thus, H4 is not supported.

Contribution to Dependent Variables (Turnover Intention)

Highest Contribution

Job stress contributes the most to the variation of turnover intention because the beta value which is 0.534 for this independent variable is the highest compared to other independent variables. This means that job stress makes the strongest contribution to explain the variation in dependent variable, when the variance explained by all other predictor variables in the model is controlled for.

Second Highest Contribution

The beta value of 0.230 of perceived risk provides the second highest amount of variance. Thus, perceived risk explains the difference in turnover intention as the

second strongest contribution when the variance described by all the other independent variables in the model is accounted for.

Third Highest Contribution

Third highest contributor to turnover intention is job insecurity. As compared to the other 3 independent variables, job insecurity has the third largest beta value at 0.035. This indicates that job insecurity makes the third strongest unique contribution in explaining the variation in turnover intention. Out of all the independent variables in the model, job insecurity accounts for the third highest percentage of impact on turnover intention.

Lowest Contribution

As compared to all other independent variables, compensation contributes the least to the variation of turnover intention, as its beta value of 0.014 is the smallest. This shows that compensation provides the least contribution to explain the variation in the dependent variables, when the variance explained by all other predictor variables in the model is controlled for.

4.4 Conclusion

In a nutshell, this chapter described the descriptive analysis that was based on the demographic characteristics of the respondents. The data of means and standard deviations are also presented in this chapter to demonstrate the validity of the questionnaire survey. By utilizing SPSS software (Version 28), the results of multiple linear regression analysis were computed to demonstrate the link between the dependent variable (turnover intention) and all of the other variables (perceived risk,

job stress, job insecurity and compensation). The findings will be covered in greater detail in Chapter 5.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

A summary of descriptive, inferential, and major findings is presented in this chapter, which is also the final chapter of the research. Furthermore, some of the research's limitations will be discussed, as well as several recommendations for future researchers to improve the situation.

5.1 Summary of Statistical Analysis

The findings of the demographic profile of respondents, the central tendencies measurement of the construct, the reliability test, Pearson's Correlation Analysis, and the Multiple Linear Regression Analysis from Chapter 4.

5.1.1 Descriptive Analysis

Table 5.1: *Summary of Descriptive Analysis*

Variables	Frequency	Percentage (%)
<u>Gender</u>		
Female	201	51.8
Male	187	48.2
<u>Age</u>		
Below 20 years old	15	3.9
20-25 years old	138	35.6
26-30 years old	120	30.9
31-35 years old	63	16.2
36-40years old	28	7.2
41 years old and above	24	6.2
<u>Race</u>		
Malay	155	39.9
Chinese	85	21.9
Indian	96	24.7
Others	52	13.4
<u>Marital Status</u>		
Married	140	36.1
Single	224	57.7
Divorce	12	3.1
Widow	12	3.1
<u>State</u>		
Johor	81	20.9
Perak	128	33.0
Pahang	103	26.5
Selangor	76	19.6
<u>Salary</u>		
Below RM1500	36	9.3
RM1500-RM3000	199	51.3
RM3000-RM4500	118	30.4
RM4500-RM6000	15	3.9
RM6000-RM7500	7	1.8
RM7500-RM9000	8	2.1
RM9000 and above	5	1.3
<u>Working Experience</u>		
Less than 1 year	65	16.8
2-5 years	212	54.6
6-9 years	85	21.9
10 years and above	26	6.7
<u>Type of Accommodation Sector</u>		
Hotel	304	78.4
Resort	63	16.2
Homestay	21	5.4

Remark: Developed for the study

The table above provides an overview of the demographics of the respondents. A total of 388 people completed the questionnaire survey for this study. According to the results, male respondents made up 48.2% of all respondents, while female respondents made up 51.8%. Most respondents were between the age of 20 to 25 years old with 35.6%. Besides, the majority of respondents that were involved in this survey are Malays which consists of 39.9%. In addition, more than half of the respondents are single which recorded at 57.7%. Moreover, the participation of respondents that are working in Perak is 33.0%, Pahang with 26.5% and Johor with 20.9% and Selangor with 19.6%. This data also indicates that RM 1500 to RM 3000 is the most common salary range for employees which consists of 51.3%. Besides, 54.6% of respondents have reported their working experience with a duration of 2 to 5 years which is also the highest data among the other duration. Lastly, based on the results, 78.4% of respondents are working in the hotels which is the highest data compared to other options under the accommodation sector.

5.1.2 Summary of Central Tendencies Measurement

Table 5.2: Summary of Central Tendencies Measurement

Variables	N	Mean	Standard Deviation
Turnover Intention	388	3.31	0.698
Perceived Risk	388	3.20	0.721
Job Stress	388	3.18	0.731
Job Insecurity	388	2.53	0.574
Compensation	388	3.89	0.774

Remark: Developed from SPSS version 28

Based on the result displayed above, compensation has the highest average score (mean) which is 3.89 with the standard deviation of 0.774. The variable that has the second highest mean is turnover intention (3.31) with a standard deviation of 0.698 followed by perceived risk (3.20) with a standard deviation of 0.721. Job stress has the fourth highest mean of 3.18 with a standard deviation of 0.731 and the variable that has the lowest mean among these variables is job insecurity which is 2.53 with a standard deviation of 0.574.

5.1.3 Scale Measurement

Table 5.3: Summary of Reliability Test

Variables	Cronbach's Alpha	Reliability
Turnover Intention	0.801	Very Good Reliability
Perceived Risk	0.806	Very Good Reliability
Job Stress	0.765	Good Reliability
Job Insecurity	0.649	Fair Reliability
Compensation	0.894	Very Good Reliability

Remark: Developed from SPSS version 28

By referring to the table above, the turnover intention from the dependent variables has a very good reliability, with an alpha value greater than 0.80. Among the independent variables, perceived risk and compensation indicates very good reliability with alpha value higher than 0.80. On the other hand, job stress shows a good reliability with the alpha value greater than 0.70, while job insecurity only has a fair reliability with the alpha value higher than 0.60.

5.1.4 Summary of Inferential Analyses

Table 5.4: Summary Result of Multiple Linear Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.618 ^a	0.381	0.375	0.552

a. Predictors: (Constant), Compensation Average, Job Insecurity Average, Perceived Risk Average, Job Stress Average

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.823	0.268		3.068	.002
	Perceived Risk Average	0.223	0.041	0.230	5.464	<.001
	Job Stress Average	0.510	0.041	0.534	12.423	<.001
	Job Insecurity Average	0.042	0.050	0.035	0.849	0.397
	Compensation Average	0.013	0.039	0.014	0.325	0.745

a. Dependent Variable: Turnover Intention Average

Remark: Developed from SPSS version 28

Based on the result above, the R square value obtained indicates that turnover intention and the independent variables are positive and have moderate correlations as the R square value is 0.381. Hence, the independent variables in this study can record 38.1% of the variation in the independent variable. In contrast, 61.9% is unexplained which implies other important variables are likely to contribute to the turnover intention that has not been adequately explored.

Next, from the results of Multiple Regression Analysis, job stress has the largest standard coefficient beta value of 0.534 which means this variable provides the most input to the turnover intention. The second largest standard coefficient beta value is from perceived risk with 0.230, then followed by job insecurity with 0.035 and the smallest standard coefficient beta value of 0.014 to the variation of turnover intention is from compensation.

Apart from that, perceived risk and job stress have a significant impact on Malaysia's hospitality employees' turnover intention in post-pandemic situations but job insecurity and compensation have no significant impact on it.

5.2 Discussion of Major Findings

5.2.1 Perceived Risk

H1: Perceived risk has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

According to the results of the study, perceived risk has a significant impact on turnover intention among hospitality employees in Malaysia because the p-value <0.001 is less than the alpha value 0.05. The findings of Yan et al. (2021), is consistent with the study as the results stated that perceived risk can heavily affect the employees' turnover intention in the hospitality sector. Olya and Han (2020) also obtained the same result in their study that indicates perceived risk will reflect one's anxiety regarding the threats or fear arising while working as a hospitality employee in the post-pandemic. Moreover, research also found that perceived risk has a substantial effect towards turnover intention when the

employees are worried about the threat of an event, they are more likely to postpone or discontinue their work (Bajrami et al., 2021). The study by Chen et al. (2022) also stated that perceived risk is one of the major concerns that leads to turnover intention in the hospitality industry due to its business nature. Hence, this clearly shows that employees' perceived risk has a significant influence on the turnover intention in the hospitality industry.

5.2.2 Job Stress

H2: Job stress has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

Based on the results, job stress has a significant impact on turnover intention among hospitality employees in Malaysia because the p-value of <0.001 is less than the alpha value 0.05. According to the previous study, Wong et al. (2021) stated that job stress is explained as an employee's response to threats at work. This was mainly caused by their negative feelings where they felt worried towards the risks that may cause them to lose their job and the fear of being infected in the pandemic situation (Chen et al., 2022). The findings from Aguiar-Quintana et al. (2021) found that most employees have been facing major job stress while working in the hospitality sector. Moreover, the results by Irawanto et al. (2021) indicated that job stress is highly associated with the employees' thoughts and behavior which involves decision-making and mental processes that may cause dissatisfaction or negativity among the employees when their job expectations and available resources are being threatened. The results also show that there are many employees in the hospitality sector that encounter job stress during work especially in the post-pandemic. Hence, in this context, job stress is most likely to affect the employees' turnover intention in the hospitality industry.

5.2.3 Job Insecurity

H3: Job insecurity has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

According to the results of this study, job insecurity does not exert any significant impact on turnover intention among hospitality employees in Malaysia as the p-value of 0.397 is greater than the alpha value of 0.05. A similar result was reported by Chalim (2018). As Chalim (2018) points out, many employees chose to remain rather than quitting their current job since finding a new job is challenging for hospitality workers unless they have a strong sense of job insecurity. This was also confirmed when entering the post-pandemic era as the hospitality industry can fully operate and is eager to retain and hire more employees to accommodate the spike in demand for their services (Putra & Dewi, 2021). As manpower in the industry is in high demand, employees do not perceive job insecurity as strongly as they did during the COVID-19 pandemic. Also, Yin et al. (2022) points out that employees that work in large accommodation premises may worry about being laid off since operational performance has fallen dramatically due to the impact of the COVID-19 pandemic. However, it is not the case for those employees who are working in the small and medium-sized accommodation premises. Employees at small and medium-sized accommodation premises may come from the same town, and because strong bonds can be formed between them, they may work to resolve issues, said Yin et al. (2022). As a result, this lessens the impact of job insecurity on turnover intention.

5.2.4 Compensation

H4: Compensation has a significant impact on Malaysia's hospitality employees' turnover intention in the post-pandemic situations.

The outcome of this study showed that compensation does not exert any significant impact on turnover intention among hospitality employees in Malaysia as the p-value of 0.745 is greater than the alpha value of 0.05. Similar results were reported by Nasurdin et al. (2018). According to Gerung et al. (2022), other industries are also challenging compared to hospitality. Hence, it believes that switching from hospitality to another may result in a better salary and benefits, but employees must make more effort to adapt to a new environment. Furthermore, Dogru et al. (2019) and Yin et al. (2022) agree that economic factors and operational performance are the primary determinants of employee earnings in hospitality and leisure. Due to the COVID-19 pandemic, the hospitality industry is experiencing poor operating performance, however, because Malaysia is at the post-pandemic stage, it believes that the company will be able to increase their employees' compensation practices in order to retain them as the demand for the hospitality industries' service spikes currently which will result in a good operating performance, said Yin et al. (2022). Therefore, employees are likely to stay in the industry due to the potential compensation increment.

5.3 Implications of the Study

5.3.1 Theoretical Implication

According to the research, the framework proposed is applicable to the hospitality industry. This research identifies four factors that influence employees' turnover intentions. Additionally, this research provides empirical evidence on employee turnover intention across different dimensions in the Malaysian hospitality industry. There are two independent variables (perceived risk and job stress) used in this research that were able to produce a significant correlation with employees' turnover intentions. After the model is tested by researchers, it is relevant because the independent variables are able to explain significant variation in the dependent variable. Therefore, the model is appropriate for determining turnover intentions in Malaysia's hospitality industry in the post-pandemic situations.

5.3.2 Managerial Implication

There are a few practical implications that can be used in this study. The management team and the policymakers should create guidelines and standards based on the results found in the study to reduce the turnover intentions among the employees in the hospitality industry. These include re-evaluating the elements such as employee benefits, working conditions, and employees' workload that will help in reducing the perceived risk and job stress among the employees. The management team should focus on increasing employees' job fulfilment by involving them in decision-making and providing them with adequate job protection, especially for those who work on the business front

lines. Also, managers must make sure their team has full access to sufficient psychological and social support structures while working in a critical situation. Additionally, managers should also express their gratitude and provide acknowledgement to the staff for their efforts, as this may help to reduce the turnover intentions during unanticipated situations.

5.4 Limitation of the Study

5.4.1 Response Rate

In order to collect data efficiently, we distributed the questionnaire via email and physically. However, the response rate, especially by email, is so low. For your information, we mailed our Google Form questionnaires to 250 accommodation premises by email, but we only managed to receive 20 responses, which is 8% of the response rate from the email method. Due to this, we had to travel to more places and send more questionnaires physically in order to gather enough data for our study. Although the majority of our data was collected physically, there were also many who refused to answer the questionnaire due to being busy with their work. It even happened that some of the accommodation premises evicted us. Furthermore, we were unable to receive more responses from managerial level employees because of the low response rate. Due to this, the results of our study may not sufficiently generalize all hospitality employees' perspectives from different levels.

5.4.2 Language Proficiency Issues

Most employees in the hospitality industry have low education levels because there are various departments within it, and some focus more on skills than education. Due to this, they will not be able to understand the questionnaire, which was written in English. When we distributed survey forms to respondents, we found that some of them, when answering the questionnaire, would type the words in translation websites in order to understand what the questionnaire means. Furthermore, some respondents have difficulty answering questionnaires due to their limited English proficiency, which also made them annoyed when answering the questionnaires. Because of this, some questionnaires are answered simply and some are not answered completely. Thus, the test result might be affected.

5.4.3 Limited Sampling Location

In this research, the questionnaires were only distributed to four states (Perak, Pahang, Johor, and Selangor) due to time constraints and resource limitations. Thus, it is possible that the data received is insufficient in representing turnover intentions of employees in Malaysia's hospitality industry.

5.5 Recommendations for Future Research

Despite some limitations, we managed to overcome them and complete the study. For future researchers planning to conduct similar research, there are several recommendations. To begin with, it is recommended that future researchers use phone interviews instead of questionnaires when collecting primary data. The reason is that gathering the data required for the research would take a lot of time and money if the questionnaire was conducted online and distributed physically. Most of the time, respondents will disregard an online survey if it is sent via email as they feel it is a waste of time for them to complete it. For physical distribution, it will consume a great deal of time, energy, and money as researchers must travel to their targeted places to give them the questionnaire forms and give a small gift to get them to participate. In this case, a phone interview could be beneficial to the researchers since it would save them time and money.

Aside from that, future researchers are advised to write their questionnaires succinctly and directly to the point. By doing so, respondents will not have to waste time researching the meaning of the questions, thus reducing the potential for misinterpretation of the questionnaire. Furthermore, researchers can devise multi-language questionnaires in order to accommodate the needs of different races of employees who are not highly educated or proficient in English.

Last but not least, future researchers should expand their sampling locations. In this research, although we were interested in examining factors that might affect the turnover intentions of hospitality employees in Malaysia, our targeted locations were only focused on a few states which are Selangor, Perak, Pahang, and Johor. Thus, in order to receive a reliable and accurate result, researchers are encouraged to include all of Malaysia's states in order to represent the employees' perspectives of the nation.

5.6 Conclusion

In summary, our research had discussed the effect of the factors such as perceived risk, job stress, job insecurity and compensation towards the turnover intention in the hospitality industry in Malaysia. Based on the findings, the study revealed that two independent variables have a substantial impact on the turnover intention in the hospitality industry. Perceived risk and job stress have a significant impact on turnover intention, while job insecurity and compensation have no significant impact towards the dependent variable. Moreover, there are some recommendations made for the researchers that may support them in their future studies. The primary objectives have already been accomplished by the researchers and the data from this research may be beneficial to the relevant industries in the future when they deal with the similar situation. Furthermore, in order to improve the understanding of the turnover intention of the hospitality sector in Malaysia, the future researchers should carry out an in-depth investigation into various aspects that might have been omitted in this current study.

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APPENDICES

APPENDIX 1: Questionnaire Sample

8/7/22, 5:36 PM

UBMZ3016 RESEARCH PROJECT: POST COVID-19 ERA: THE TURNOVER INTENTION OF EMPLOYEES IN HOSPITALITY IN...

UBMZ3016 RESEARCH PROJECT: POST COVID-19 ERA: THE TURNOVER INTENTION OF EMPLOYEES IN HOSPITALITY INDUSTRY

Dear respondents,

We are third-year students of Faculty of Business and Finance who are currently pursuing Bachelor of Business Administration (Honours) at University Tunku Abdul Rahman (UTAR), Kampar Campus. We are conducting a research study to examine the turnover intention of employees in hospitality industry during post COVID-19 era .

This questionnaire consists of 3 main sections:

Section A: Demographic Data

Section B: Turnover Intention in Hospitality Industry

Section C: Factors Affecting Employees' Turnover Intention in Hospitality Industry

Your participation in this study is entirely voluntary. There will be no disadvantage if you decide not to complete the attached anonymous questionnaire. Your personal information and data will be kept strictly private and confidential. If you have decided to participate in this study, please answer ALL questions as honestly as possible. This questionnaire would take around 10-15 minutes to complete. The data collected will be used solely for academic purposes.

Thank you for your participation. If you have any questions regarding this questionnaire, you may contact us at our email address as stated below:

Choong Jhiat Yhi (Student ID No. 1906922),
Email: (celestechoong22@1utar.my)

Ang Yi (Student ID No. 1806484),
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Lee Chin Cai (Student ID No. 1906940),
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Email: (kanelim20@1utar.my)

*Required

<https://docs.google.com/forms/d/1E16eSYwULI7SugxzvAsnNsQ2SZCP0S9pcWAJXd9mxDY/edit>

1/19

PERSONAL
DATA
PROTECTION
STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage, and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to: -

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining, and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security, and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and

updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form, you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at celestechoong22@1utar.my.

2. Acknowledgment of Notice *

Mark only one oval.

- I have been notified by you and that I hereby understood, consented, and agreed per UTAR above notice.
- I disagree, my personal data will not be processed.

Screening questions

3. Are you currently working in the accommodation sector? (eg. hotel, resort, homestay) *

Mark only one oval.

- Yes
- No (if no, then this question is not relevant to you, thanks for your time)

Section A: Demographic Profile

Please choose one option for each of the following:

4. 1. Which type of accommodation sector are you engaged in? *

Mark only one oval.

- Hotel
 Resort
 Homestay

5. 2. Gender *

Mark only one oval.

- Male
 Female

6. 3. Age *

Mark only one oval.

- Below 20 years old
 20-25 years old
 26-30 years old
 31-35 years old
 36-40 years old
 41 years old and above

7. 4. State *

Mark only one oval.

- Johor
 Perak
 Pahang
 Selangor

8. 5. Race *

Mark only one oval.

- Malay
 Chinese
 Indian
 Other: _____

9. 6. Marital status *

Mark only one oval.

- Married
 Single
 Divorce
 Widow
 Other: _____

10. 7. What is your salary's range? *

Mark only one oval.

- Below RM1, 500
- RM 1, 500 - RM 3, 000
- RM 3, 000 - RM 4, 500
- RM 4, 500 - RM 6, 000
- RM 6, 000 - RM 7, 500
- RM 7, 500 - RM 9000
- RM 9000 and above

11. 8. How long have you been working in the Hospitality Industry? *

Mark only one oval.

- Less than 1 year
- 2 - 5 years
- 6 - 9 years
- 10 years and above

SECTION B:
Turnover Intention
in The Hospitality
Industry

Based on your experience, please circle the most appropriate option that best indicates your agreement level about the following statement.

Level of agreement:

- 1 - Strongly Disagree (SD)
2 - Disagree (D)
3 - Neutral (N)
4 - Agree (A)
5 - Strongly Agree (SA)

12. 1. Are you often thinking about a different job that will suit your personal needs? *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

13. 2. Will you leave your current job once you receive another suitable offer? *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

14. 3. Do you regularly look forward to another day at work? *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

15. 4. Are you emotionally agitated after returning home from work? *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

16. 5. Does your current job affect your personal wellbeing? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

17. 6. Do you still think a lot about leaving the hospitality industry? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

18. 7. Are you still actively searching for an alternative to the hospitality industry? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. 8. Are you going to leave the hospitality industry soon even though it is already in the post-pandemic era? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**Section C:
Factors
Affecting
Employees'
Turnover
Intention in
Hospitality
Industry**

This section consists of a few constructs (e.g. perceived risk, job stress, job insecurity and compensation) that affecting the turnover intention among hospitality employees in Malaysia. Please select the most appropriate option that best indicates your agreement level about the following statements.

Level of agreement:

- 1 – Strongly Disagree (SD)
- 2 – Disagree (D)
- 3 – Neutral (N)
- 4 – Agree (A)
- 5 – Strongly Agree (SA)

Part I : Perceived Risk

20. 1. I have difficulty keeping the threat of Coronavirus out of my mind. *

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

21. 2. There is nothing I can do to defend myself from the attack of Coronavirus in the future. *

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

22. 3. I worry that Coronavirus will only get worse as time passes. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

23. 4. I think that I am completely helpless in protecting myself from the Coronavirus Outbreak. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

24. 5. I worry that the threat of Coronavirus will never end. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. 6. I lack control in defending myself and my loved ones against Coronavirus. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

26. 7. I think that I might contract COVID-19 even if I try to avoid it. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

27. 8. My health will be severely damaged if I contract COVID-19. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

28. 9. I think COVID-19 is more severe than other respiratory diseases. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

Section C: Factors Affecting Employees' Turnover Intention

Part II : Job Stress

29. 1. I often feel stress at work. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

30. 2. The job difficulty usually brings me to sleeplessness. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

31. 3. My job makes me nervous. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

32. 4. I feel exhausted after daily work. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

33. 5. It's helpful for my health if I change my job. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

34. 6. I feel weak and dispirited at work. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

35. 7. I feel more hot-tempered at work. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

36. 8. I feel depressed and unhappy at work. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section C: Factors Affecting Employees' Turnover
Intention

Part III : Job
Insecurity

37. 1. I am very sure that I will be able to keep my job. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

38. 2. I am certain of my job environment. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

39. 3. I think that I will be able to continue working here. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

40. 4. There is only a small chance that I will become unemployed. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

41. 5. I fear that I might get fired. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

42. 6. I worry about the continuation of my career. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

43. 7. I fear that I might lose my job. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

44. 8. I feel uncertain about the future of my job. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

Section C: Factors Affecting Employees' Turnover Intention

Part IV :
Compensation

45. 1. Salaries, wages, or incentives given meet my needs. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

46. 2. Salaries wages or incentives are given in accordance with my job and responsibility. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

47. 3. My company always gives salaries, wages, or incentives on time. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

48. 4. My company provides allowance in line with expectations. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

49. 5. I am satisfied with the social security provided by the company. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

50. 6. I get a proper appreciation for my work. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

51. 7. I get the available facilities and infrastructure. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

52. 8. My company provided an opportunity for career and work. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

53. 9. My salary is relatively high compared to other industries. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

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APPENDIX 2: Reliability Test for Pilot Study

Scale: Turnover Intention

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.749	0.739	8

Scale: Perceived Risk

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.925	0.930	9

Scale: Job Stress

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.902	0.903	8

Scale: Job Insecurity

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

0.791	0.788	8
-------	-------	---

Scale: Compensation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.886	0.888	9

APPENDIX 3: Reliability Test for Actual Study

Scale: Turnover Intention

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.801	0.785	8

Scale: Perceived Risk

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.806	0.810	9

Scale: Job Stress

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.765	0.764	8

Scale: Job Insecurity

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.649	0.610	8

Scale: Compensation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.894	0.886	9

Appendix 4: Multiple Linear Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.618 ^a	0.381	0.375	0.552

a. Predictors: (Constant), Compensation Average, Job Insecurity Average, Perceived Risk Average, Job Stress Average

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.856	4	17.964	59.041	<.001 ^b
	Residual	116.534	383	0.304		
	Total	188.391	387			

a. Dependent Variable: Turnover Intention Average

b. Predictors: (Constant), Compensation Average, Job Insecurity Average, Perceived Risk Average, Job Stress Average

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.823	0.268		3.068	<.001
	Perceived Risk Average	0.223	0.041	0.230	5.464	<.001
	Job Stress Average	0.510	0.041	0.534	12.423	<.001
	Job Insecurity Average	0.042	0.050	0.035	0.849	0.397
	Compensation Average	0.013	0.039	0.014	0.325	0.745

a. Dependent Variable: Turnover Intention Average