



UNIVERSITI PUTRA MALAYSIA

***INFLUENCE OF PSYCHOLOGICAL CAPITAL AND PERSON
ENVIRONMENT FIT ON JOB ATTITUDES AND TURNOVER
INTENTION AMONG CHINA 5 STAR HOTELS ' FRONTLINE
EMPLOYEES***

YAN ZHEN

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**INFLUENCE OF PSYCHOLOGICAL CAPITAL AND
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By

YAN ZHEN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
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Doctor of Philosophy**

November 2020

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

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November 2020

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The hospitality industry has always been a great generator of global GDP and employment. However, high rates of turnover have gradually undermined this industry and brought huge losses. This has brought attention for this study to identify factors that affect turnover intention especially among the frontline employees in China's international 5-star hotels. The purpose is to examine the intangible determinants of individual factors which include the psychological capital and person-environment fit in influencing the frontline employees' turnover intention. Data were collected among frontline employees from front office, food and beverage, housekeeping and marketing departments in international 5-star hotels in Guangzhou, Hangzhou, Chengdu, Qingdao and Xi'an. A quantitative method was adopted and a structured self-administered questionnaire was utilized. A total of 616 usable questionnaires were obtained from frontline employees through purposive sampling technique. Data was analyzed using the Structural Equation Modeling (SEM) technique via IBM SPSS Statistics (version 23.0) and IBM SPSS AMOS (version 23.0). The path analyses revealed that both psychological capital and person-environment fit had negative influence on turnover intention. In addition, job satisfaction, organisational commitment and job involvement were all positively influenced by person-environment fit. However, psychological capital only significantly affected job satisfaction and organisational commitment but not job involvement. Next, these three job attitudes were significant predictors of turnover intention. As for the mediating effects, job satisfaction and organisational commitment mediated the relationship between psychological capital and turnover intention. On the other hand, the above-mentioned three job attitudes had significant mediating effects on the relationship between person-environment fit and turnover intention. Finally, this study confirms that conservation of resources (COR) theory can provide a sound theoretical underpinning of the adoption of individual psychological determinants reducing turnover intention in the hotel

sector. In a similar vein, this study affirms that Steers and Mowday's (1981) model of turnover is quite useful in providing new dimensions of job attitudes as mediators and also this classic turnover model can explain the relationship between job attitudes and turnover intention well. To conclude, this study provides insights for effective retention strategies from psychological perspective to mitigate the turnover issue among frontline employees in international 5-star hotels in China.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PENGARUH MODAL PSIKOLOGI DAN KESERASIAN
ORANG-PERSEKITARAN KE ATAS SIKAP PEKERJAAN DAN NIAT
PUSING GANTI KERJA DALAM KALANGAN PEKERJA BARISAN
HADAPAN DI HOTEL 5 BINTANG DI NEGARA CHINA**

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Industri perhotelan sering menjadi penjana yang utama dalam KDNK dan pekerjaan global. Walau bagaimanapun, kadar perolehan yang tinggi telah menjejaskan industri ini secara beransur-ansur dan membawa kerugian besar. Ini telah memberi perhatian kepada kajian ini untuk mengenal pasti faktor yang mempengaruhi niat pusing ganti terutamanya dalam kalangan pekerja barisan hadapan di hotel 5 bintang antarabangsa China. Tujuannya adalah untuk mengkaji penentu tidak ketara bagi faktor individu termasuk modal psikologi dan keserasian orang - persekitaran dalam mempengaruhi niat pusing ganti pekerja barisan hadapan. Data dikumpul dalam kalangan pekerja barisan hadapan termasuk dari pejabat hadapan, makanan dan minuman, pengemasan dan jabatan pemasaran di hotel 5 bintang antarabangsa di Guangzhou, Hangzhou, Chengdu, Qingdao dan Xi'an. Sebanyak 616 soal selidik yang boleh digunakan telah diperolehi daripada kakitangan barisan hadapan melalui teknik persampelan bertujuan. Data dianalisis menggunakan Teknik Struktur Pemodelan Persaman (SEM) melalui statistik IBM SPSS (versi 23.0) dan IBM SPSS AMOS (versi 23.0). Analisis laluan mendedahkan bahawa kedua-dua modal psikologi dan keserasian orang-persekitaran mempunyai pengaruh negatif ke atas niat pusing ganti. Di samping itu, kepuasan kerja, komitmen organisasi dan penglibatan kerja semuanya dipengaruhi secara positif oleh keserasian individu dengan persekitaran. Walau bagaimanapun, modal psikologi hanya mempengaruhi kepuasan kerja dan komitmen organisasi dengan ketara tetapi tidak melibatkan penglibatan kerja. Seterusnya, ketiga-tiga sikap kerja ini merupakan peramal yang signifikan terhadap niat pusing ganti. Bagi kesan pengantaraan, kepuasan kerja dan komitmen organisasi menjadi pengantara hubungan antara modal psikologi dan niat pusing ganti. Sebaliknya, tiga sikap kerja yang dinyatakan di atas mempunyai kesan pengantara yang ketara ke atas hubungan antara keserasian

orang-persekitaran dan niat pusing ganti. Akhir sekali, kajian ini mengesahkan bahawa teori pemuliharaan sumber (COR) boleh menjadi teori asas yang kukuh dalam menjelaskan faktor dan hasil bagi penentu psikologi individu dalam mengurangkan niat pusing ganti. Dalam nada yang sama, kajian ini menegaskan bahawa model pusing ganti Steers dan Mowday (1981) cukup berguna dalam menyediakan dimensi baru sikap kerja sebagai mediator dan juga model pusing ganti klasik ini dapat menjelaskan hubungan antara sikap kerja dan niat pusing ganti dengan baik. Sebagai kesimpulan, kajian ini memberikan pandangan untuk strategi pengendalian yang berkesan dari perspektif psikologi untuk mengurangkan isu pusing ganti dalam kalangan pekerja barisan hadapan di hotel 5 bintang antarabangsa di China.



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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iii
ACKNOWLEDGEMENTS	v
APPROVAL	vi
DECLARATION	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
LIST OF ABBREVIATIONS	xvi
CHAPTER	
1 INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Research Background	1
1.3 Problem statement	3
1.4 Research Questions	7
1.5 Research Objectives	8
1.6 Significance of the Study	8
1.6.1 Theoretical Significance	8
1.6.2 Managerial Significance	9
1.7 Scope of the Study	10
1.8 Terms and Definitions	11
1.8.1 Psychological Capital	11
1.8.2 Person-environment Fit	11
1.8.3 Job Attitudes	12
1.8.4 Turnover Intention	13
1.8.5 Star-rated Hotels	13
1.9 Organisation of the Thesis	14
2 LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Employee Turnover and Turnover Intention	16
2.3 Employee Turnover in Hotel Sector	18
2.4 Psychological Capital	19
2.4.1 Self-efficacy	20
2.4.2 Optimism	21
2.4.3 Hope	22
2.4.4 Resilience	22
2.5 Person-environment Fit	23
2.5.1 Person-organization Fit	24
2.5.2 Person-group Fit	25
2.5.3 Person-supervisor Fit	25
2.5.4 Person-job Fit	26
2.6 Job Attitudes	27

	2.6.1	Job Satisfaction	27
	2.6.2	Organisational Commitment	28
	2.6.3	Job Involvement	29
2.7		Theoretical Underpinnings	30
	2.7.1	Conservation of Resources (COR) Theory	30
	2.7.2	Steers and Mowday's (1981) Model of Turnover	31
2.8		Conceptual Framework	32
2.9		Chapter Summary	34
3		RESEARCH FRAMEWORK AND HYPOTHESES DEVELOPMENT	35
	3.1	Introduction	35
	3.2	Research Framework	35
	3.3	Hypotheses Development	36
	3.3.1	Psychological Capital and Turnover Intention	36
	3.3.2	Person-environment Fit and Turnover Intention	37
	3.3.3	Psychological Capital and Job Attitudes	38
	3.3.4	Person-environment Fit and Job Attitudes	40
	3.3.5	Job Attitudes and Turnover Intention	41
	3.3.6	Mediating Effects between PsyCap and Turnover Intention	43
	3.3.7	Mediating Effects between PE fit and Turnover Intention	44
	3.4	Chapter Summary	45
4		RESEARCH METHODOLOGY	46
	4.1	Introduction	46
	4.2	Research Paradigm	46
	4.2.1	Positivism	46
	4.2.2	Interpretivism	47
	4.2.3	Research Paradigm Used in the Current Study	47
	4.3	Research Design	48
	4.4	Sampling Design Process	48
	4.4.1	Population, Target Population and Unit of Analysis	49
	4.4.2	Sample Size	49
	4.4.3	Sampling Technique	52
	4.5	Data Collection Method	53
	4.6	Research Instruments	54
	4.6.1	Measurement of Psychological Capital	54
	4.6.2	Measurement of Organisational Commitment	55
	4.6.3	Measurement of Job Satisfaction	55
	4.6.4	Measurement of Job Involvement	55
	4.6.5	Measurement of Turnover Intention	56
	4.6.6	Measurement of Person-environment Fit	56

4.7	Expert Review	57
4.8	Pilot Study	57
	4.8.1 Demographic Characteristics of Respondents	59
	4.8.2 Analyses of Pilot Data	59
4.9	Statistical Analysis	60
	4.9.1 Structural Equation Modeling (SEM)	61
	4.9.2 Covariance-based Structural Equation Modeling (CB-SEM)	63
	4.9.3 Evaluating Measurement and Structural Models Using CB-SEM	64
4.10	Chapter Summary	68
5	DATA ANALYSIS AND RESULTS	69
5.1	Introduction	69
5.2	Analysis Strategies	69
5.3	Data Analysis	69
	5.3.1 Data Preparation	70
	5.3.2 Data Screening	71
	5.3.3 Multivariate Analysis in SEM	72
	5.3.4 Assessment of Sample Size	74
	5.3.5 Descriptive Analysis	75
	5.3.6 Confirmatory Factor Analysis (CFA)	77
	5.3.7 Measurement Model	89
	5.3.8 Structural Model	91
	5.3.9 Hypotheses Testing	92
5.4	Chapter Summary	100
6	DISCUSSION AND CONCLUSION	101
6.1	Introduction	101
6.2	Discussion of Research Findings	101
6.3	Implications of the Study	104
	6.3.1 Theoretical Implications	105
	6.3.2 Practical Implications	107
6.4	Limitations and Recommendations for Future Research	108
6.5	Conclusion	110
	REFERENCES	111
	APPENDICES	148
	BIODATA OF STUDENT	175
	LIST OF PUBLICATIONS	176

LIST OF TABLES

Table		Page
4.1	Sample Mean and Number of Respondents from Each Hotel	53
4.2	Reliability of Variables (n=35)	58
4.3	Comparison between CB-SEM and PLS-SEM	62
4.4	Summary of Guidelines Assessing Measurement Model	66
4.5	Indices for Structural Model Analysis Using Covariance-based SEM (CB-SEM)	67
5.1	Demographic Profile of Respondents	76
5.2	Descriptive Statistics of Study Variables	77
5.3	Index Category	79
5.4	The Summary of Scale Refinement using CFA	85
5.5	Results of Fitness Indices for the Measurement Model	89
5.6	Results of Fitness Indices for the Structural Model	91
5.7	Summary of Hypotheses Testing for RQ 1-5	96
5.8	Summary of Hypotheses Testing for Mediation between PsyCap and Turnover intention	98
5.9	Summary of Hypotheses Testing for Mediation between PE fit and Turnover Intention	99

LIST OF FIGURES

Figure		Page
1.1	Overview of Criteria According to Star Ratings in China	13
2.1	Conceptual Framework	33
3.1	Research Framework	36
5.1	CFA Model for Psychological Capital	80
5.2	CFA Model for Person-environment Fit	81
5.3	CFA Model for Organisational Commitment	82
5.4	CFA Model for Job Satisfaction	83
5.5	CFA Model for Job Involvement	84
5.6	CFA Model for Turnover Intention	84
5.7	The Measurement Model	90
5.8	The Structural Model	92

LIST OF APPENDICES

Appendix		Page
A	Permission to Use Luthan, Avolio and Avey's PCQ	148
B	Permission to Use Meyer, Allen, and Smith's Revised Three-Component Model of Commitment	149
C	Permission to Use Weiss, Dawis and England's Minnesota Satisfaction Questionnaire (Short-form)	150
D	Permission to Use Kanungo's Job Involvement Scale	151
E	Permission to Use Roodt's Turnover Intention Scale (TIS-6)	152
F	Questionnaire	153
G1	Sample Size Determination for Continuous and Categorical Data	162
G2	Sample Mean and Number of Respondents	163
G3	List of Selected Hotels	164
H1	Data Coding	165
H2	Normality	167
H3	Multicollinearity	170
H4	Formula for AVE and CR	171
H5	The Confirmatory Factor Analysis (CFA) Report Summary	172
H6	Correlations of Variables and Results of Discriminant Validity Test	174

LIST OF ABBREVIATIONS

AC	Affective Commitment
AGFI	Adjusted Goodness-of-Fit Index
AIC	Akaike Information Criterion
AVE	Average Variance Extracted
CC	Continuance Commitment
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMV	Common Method Variance
CR	Composite Reliability
EJS	Extrinsic Job Satisfaction
GFI	Goodness-of-Fit Index
HO	Hope
IJS	Intrinsic Job Satisfaction
JI	Job Involvement
KMO	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
MI	Modification Indices
NC	Normative Commitment
NFI	Normed Fit Index
OP	Optimism
PE	Person-environment Fit
PG	Person-group Fit
PGFI	Parsimony Goodness-of-Fit Index
PJ	Person-job Fit

PO	Person-organisation Fit
PS	Person-supervisor Fit
PsyCap	Psychological Capital
RE	Resilience
RMSEA	Root Mean Square Error of Approximation
SE	Self-efficacy
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
TI	Turnover Intention
TLI	Tucker-Lewis Index
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

While the study of high employee turnover rates has continued to attract academicians and practitioners' interest and attention for various reasons, tangible and intangible elements, organisational determinants, and individual determinants have made the phenomenon significantly challenging to predict and control. Additionally, since this challenging task is spreading steadily across various industries, the Chinese hotel industry is facing similar problems. Inadequate causes and explanations regarding turnover intention among hotel frontline employees have become a key barrier for hotel management in developing a sound retention strategy in the hotel context in China.

Given this scenario, the purpose of the current study is to determine the factors that would effectively affect the turnover intention of hotel frontline employees, where we consider individual determinants of turnover from a psychological perspective (psychological capital and person-environment fit) given the majority of prior studies mainly focused on organisational determinants or tangible demands of employees. At the same time, job attitudes, including job satisfaction, organisational commitment and job involvement, are thought to be closely associated with such intention. Therefore, in the context of this study, psychological capital (PsyCap), person-environment fit (PE fit) and job attitudes are investigated to determine whether these factors have a significant impact on turnover intention. This chapter begins with presenting the research background in section 1.2, followed by the problem statement in section 1.3. The research questions are then presented in section 1.4 along with the research objectives in section 1.5. In section 1.6, the significance of the research is explained, followed by describing the scope of the study in section 1.7. After presenting terms and definitions in Section 1.8, the chapter ends in section 1.9 by outlining the organisation of the thesis.

1.2 Research Background

Even though workforce challenges vary by industry, location, and other determinants, employee turnover rates are constantly increasing, significantly affecting most employers. Prior studies suggest that high voluntary turnover rates have undermined service organisations and are largely related to low job satisfaction and organisational commitment (Yan, Mansor, Choo, & Abdullah, 2021; Zeffane & Bani-Melhem, 2017), high job stress and emotional exhaustion (Dishop, Green, Torres, & Aarons, 2019; Schiffinger & Braun, 2020), poor customer loyalty (Burns & Roberts, 2018; Holtom & Burch, 2015) and service

quality (Holtom & Burch, 2015; Li, Zhu, Cai, Long, & Park, 2019).

In today's tough labour market, the acquisition of skilled labour is difficult, and turnover also has become a challenge and hot topic for organisations (ADP Research Institute®). It is also suggesting that recruiting and training new employees or even surviving the subsequent loss of valuable trade secrets can be expensive and difficult for organisations to recover from. "It has always been quite crucial for managers to minimise turnover and retain staff, but it is more crucial now than ever before given the current state of the labour market," said Ahu Yildirmaz, co-head of the ADP Research Institute. He believes if employers can use data to identify employees who are likely to leave and recognise what the motivation of withdrawing is, they will gain a distinct advantage in such a highly competitive labour market.

In general, hospitality industry is considered the main source of foreign exchange income, a generator of personal and organisational earnings and a contributor to employment and government revenue (Yan et al., 2021) . However, despite it is significant to many countries, survey data has shown that the sector's turnover rate is continually increasing worldwide, which is estimated to range from 60% to 300%, far higher than the annual turnover rate in other industries (Tan, Lew, & Sim, 2019). For example, According to Aon Hewitt (2017), between 2016 and 2017, the average turnover rate in China for all industries was only 20.8% and 19.7%, respectively. Yet, the hotel industry's turnover rate has reached 34.2% and 39.2%, the highest in China.

In China, the hotel sector has experienced unprecedented development over the past few decades. According to the Statistical Report on Star-rated Hotels in China (2020), China has 10,013 star-rated hotels, including five-star hotels (845), four-star hotels (2,554), three-star hotels (4,893), two-star hotels (1,658) and one-star hotels (63). This fast expansion of star-rated hotels has led to a substantial labor requirement, however, there is a limited number of graduates in this field, which causes the hotels need to compete with their counterparts to recruit talents in the human resource market (Brien, Thomas, & Brown, 2017; Xiong & King, 2019). and at the same time also need to face with the high turnover rates.

Literature also points out that turnover increases a company's spending since it is costly to replace employees who have left the organisation (Brown, Thomas, & Bosselman, 2015). Therefore, action and solution are needed to minimise their operating costs and it is suggested to identify and determine the causes of employees' turnover and improve employee retention (Lu et al., 2016). This is because the higher the turnover rate, the more money has to be spent in recruiting, hiring, and training new employees.

As the main subjects of the turnover phenomenon in the hotel industry, frontline employees have been at the forefront in numerous studies (Afsar, Shahjehan, & Shah, 2018; Bani-Melhem, Quratulain, & Al-Hawari, 2020; Chen & Wu, 2017; Shi, Gordon, & Tang, 2021). Cai and Qu (2018) point out that hotel frontline employees are always in situations where they need to respond to different customer needs, fulfil the formal role requirements of the job, provide satisfactory solutions to customer complaints, and meet the expectations of management. Not surprisingly, these employees play a vital role in the delivery of high quality service in the hotel industry (Hewagama, Boxall, Cheung, & Hutchison, 2019; Wang & Tseng, 2019). However, they are also likely to be plagued or burdened with elevated roles and responsibility (Jha et al., 2017), resulting in the loss of resources (Hobfoll, 1989). Under these circumstances, employees may have the propensity to display undesirable performance outcomes and to decide to withdraw from the organisation (Afsar, Shahjehan, & Shah, 2018; Ozturk & Karatepe, 2018; Wen et al., 2020).

Previous studies have revealed that managerial employees have less turnover intention than non-managerial employees in the hotel industry. Lu et al. (2016) surveyed 814 line-level employees and supervisors of 29 hotels in North America in which their study aimed to examine the influence of positions (line-level employee vs supervisor) on work-related variables. The definition of a line-level employee is self-determined as a non-managerial position in the hotel sector (Lee & Way, 2010). The results showed that supervisors had significantly higher work engagement and lower turnover intentions than line-level employees. Regarding the difference in turnover rates between supervisors and line-level employees, Carbery et al. (2003) attributed hotel managers' lower turnover rates to stronger dedication to the industry (vs line-level employees) and the industry's commitment to them.

In a study by Park and Min's (2020), they showed the significant moderating effects of positions on the relationships between turnover intention and two job attitude variables. Specifically, they suggested that a stronger relationship between turnover intention, job satisfaction and organisational commitment was found among managers rather than employees. Given this situation, the frontline employees (non-managerial staff) in four key frontline divisions (including front office, food & beverage, housekeeping and marketing) in international 5-star hotels represent the respondents in the current study.

1.3 Problem statement

Globally, staff turnover rates are increasing, and the employee-driven markets demand that chief executive officers (CEOs) and managers should place greater focus on retaining staff. According to the Retention Report (2020) from the Work Institute, around 42 million employees quit their jobs in 2018, and nearly 77 per cent may have been prevented by their employers. In addition, employers paid nearly \$600 billion in turnover costs in 2018, which the figure is

expected to rise to \$680 billion by 2021.

In the global hotel industry, data from Statista (2020) reveal that the turnover rate of hotel employees is steadily increasing on a global scale, for example, in the United States (US), the turnover rate is around 73.8%; in Japan (48.5%) and Malaysia (65.7%). Organizations attempt to reduce turnover rate as much as possible since it is costly to them and even could give negative impact to other employees as well as their overall reputation (Oliveira et al., 2018), where according to them the results from turnover involve not only financial cost, but also psychological aspect which could cause demoralization of the employees to stay. So, this begs the question, "What are the motives and root causes behind hotel staff's leaving their job and even moving away from the hotel industry?" In order to ascertain and address this problem, scholars have conducted a number of empirical studies from differing perspectives.

Past studies in China's hotel sector suggest that the sector has expanded rapidly, however, there is still limited scientific and systematic research regarding the Chinese hotel industry, which raises some critical issues from many perspectives such as organisational behaviour, human resources management (HRM) and psychology (Wen et al., 2020). In other words, the reasons for high turnover rate have not been clearly and effectively explained in the previous research (Malek, Kline, & DiPietro, 2018)

It is stated that in order to be successful and sustainable in hotel sector, hotel managers need to evaluate external capital, such as social capital, cultural capital and human capital as well as to assess other two important aspects, namely individual or employees' PsyCap and attitudinal strengths (Luthans et al., 2008). Additionally, as highlighted by Guan et al. (2014) that many hoteliers attempt to lower employees' turnover rate by improving income, working condition and fringe benefit. However, such focus neglects to recognise the importance of the internal demand of employees as social beings. This notion is agreed by Oliveira et al. (2018) who argue that turnover can also be affected by psychological aspects of the employees. In fact, employees were more focused on intangible motivating factors, such as a sense of importance to an organisation, recognition of achievement, responsibility, than enhanced economic return (Mowday, Porter & Steers, 2013). Hence, it is useful to undertake an in-depth study from the perspective of psychology.

Furthermore, many previous scholars chose to focus on organisational determinants of turnover such as organisational culture, organisational justice, organisational support when investigating the issue of turnover in the hotel sector (Jung & Yoon, 2017; Li, Bonn, & Ye, 2019; Taha & Esenyel, 2019; Tang, Qi, & Wei, 2019; Tongchaiprasit & Ariyabuddhiphongs, 2016). In contrast, some researchers were concerned with individual determinants which influenced voluntary employee turnover in hotels. However, these so-called individual

determinants mainly related to demographic factors such as age, gender, educational background, marital status, years of working and so forth (Dechawatanapaisal, 2018; Chen, Ayoun, & Eyoun, 2018; Shukla & Srivastava, 2016). Therefore, this study will try to solve hotel employees' turnover issue from individual psychological perspective.

PsyCap was originally proposed by Luthans and Youssef (2004) and was extended into the area of HRM and organisational behaviour. PsyCap comprises four critical dimensions: hope, optimism, self-efficacy, and resilience. As a critical psychological capacity and an important personal resource, PsyCap fits the positive approach to understanding employee attitudinal and behavioural outcomes (Mathe, Scott-Halsell, Kim, & Krawczyk, 2017). PE fit is an important concept in vocational psychology and organisational behaviour (Kristof-Brown, Zimmerman, & Johnson, 2005) and is broadly defined as "the compatibility between an individual and a work environment that occurs when the characteristics are well matched" (Kristof-Brown et al., 2005, p. 281). According to the Conservation of Resources (COR) theory, both PsyCap and PE fit have been considered important individual resources (Wheeler & Halbesleben, 2009; Avey, Luthans, Smith, & Palmer, 2010). In addition, COR theory highlights that when individuals realise that their resources are threatened or the return of their formerly invested resources can't meet their expectations, they will feel insecure and tend to leave their positions in order to obtain new resources. Actually, this behaviour is called turnover. Turnover intention is a proxy to actual turnover behaviour at the individual level because the turnover intention can directly and consistently predict actual turnover (Hofaidhllaoui & Chhinzer (2014). In addition, after searching for certain key words (including PsyCap, PE fit, turnover intention, hotel) in databases such as PubMed, Web of Science, Google Scholar, ProQuest Social Science Journals and Scopus, it was discovered that there were no studies that investigated the effect of PsyCap and PE fit on employee turnover issue in the hotel industry. Therefore, it is suggested to use the COR theory (Hobfoll, 2011) to demonstrate how PsyCap and PE fit affect hotel employees' turnover intention.

PsyCap, while silent to individuals, is a reliable and valid construct for predicting employees job attitudes (Yuan Tang, Shao, & Chen, 2019; Yan et al., 2021) and turnover intention (Karatepe & Avci, 2017; Siu, Cheung, & Lui, 2015). Consistent with PsyCap, PE fit is also believed to be a strong predictor of employees' attitudes (Andela & van der Doef, 2019; Bednarska, 2017; Shen, Li, Sun, & Zhou, 2018) and turnover intention (Christine, Rothmann, & Elsabe, 2017; Morrow & Brough, 2019) in past studies. However, regardless of the development of many new models, the literature remains limited to introduce an integrated model that predicts job attitudes and turnover intention from psychological perspective in the hotel sector. Therefore, further research is required to establish a more comprehensive model including the two aforementioned individual psychological determinants and job-related outcomes.

Majority of studies on PsyCap in the hospitality industry have been conducted by Karatepe and his colleagues in Cyprus, Russia, Cameroon and other European and African countries (Kim, Karatepe, Lee et al., 2017; Ozturk & Karatepe, 2019). In contrast, however, there have been relatively few empirical studies on PsyCap in Asia's hotel sector, particularly in China.

Luthans, Youssef and Avolio (2017) asserted that PsyCap is context-specific; that is to say, hotel employees may have high PsyCap and low turnover rate regarding their work in some regions or countries, whereas the situation may be quite different in other regions worldwide. Therefore, it is worthy to undertake the current study in providing a rare opportunity to verify the validity and applicability of concepts largely developed in western cultures.

In a similar vein, prior studies on PE fit in hotel sector were mainly conducted by European and American scholars (Andela & Doef, 2018; Gürlek, 2020; Kim & Gatling, 2019), that is, extant theorising concerning PE fit is culture-bound in that it focuses predominantly on PE fit phenomena in the Western world (Chuang, Hsu, Wang, & Judge, 2015). Accordingly, in this study, the intention is to enrich the PE fit literature by investigating the interpretations of PE fit in a prevailing Eastern context (Chinese) using quantitative research.

Previous literature has mostly focused on job satisfaction and organisational commitment as the two paramount antecedents or mediators on turnover (Lu et al., 2016; Suifan, Diab, & Abdallah, 2017; Zhang, Ma, Xu, & Xu, 2019). Though, according to Steers and Mowday's model (1981), a classic attitudinal turnover model, job attitudes tend to include job satisfaction, job involvement and organisational commitment. Since all described a significant proportion of incremental variance in turnover intention, this study attempts to utilise these three job attitudes concurrently to investigate the issue of turnover in China's hotel sector.

The main explanation regarding the mechanism for PsyCap's effect on job attitudes is that those employees higher in PsyCap believe that (a) good things will occur at work (optimism), (b) they can achieve success (hope and efficacy) and (c) being able to recover from change (resilience) (Avey et al., 2011). In respect of the general expectancy of success resulting from optimism and the belief in personal abilities derived from efficacy, those high in PsyCap have been proved to be more committed to, involved in and satisfied with their jobs (Demir, 2018; Idris & Manganaro, 2017; Yuan Tang et al., 2019). Further to that, according to COR theory, employees high on resources are considered of having "resource caravans", and such "resource caravans" can lead to desirable outcomes and mitigate undesirable outcomes (Holmgreen, Tirone, Gerhart, & Hobfoll, 2017; Paek, Schuckert, Terry, & Lee, 2015). This explains why PsyCap can promote positive job attitudes such as organisational commitment, job satisfaction and job involvement and reduce turnover

phenomenon. Although the components of PsyCap have also been proven to be associated with attitudes and turnover behaviours through substantial research previously, as a higher-order core construct, the whole PsyCap can be greater than the sum of its parts (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans, Youssef, & Avolio, 2015). This is the reason why PsyCap was utilised as a whole to affect job-related outcomes in the current study.

In addition, PE fit is also considered as a personal resource in the COR theory context. To be specific, PE fit reflects the presence of personal resources that individuals need to meet the demands of their work environment (Wheeler & Halbesleben, 2009). If individuals do not possess the resources to meet the resource loss, they will report lower levels of PE fit and commensurate decreased levels of job attitudes and intentions to remain. Over time, if poorly fitting employees fail to mitigate the resource loss (e.g., continue to feel PE misfit), the resource drain inevitably leads to burnout and even turnover (Wheeler, Halbesleben, & Shanine, 2013). Therefore, PE fit is closely associated with job attitudes and turnover intention.

1.4 Research Questions

The following research questions are posed based on the problem statements discussed above:

- RQ1: Do psychological capital and person-environment fit have an effect on turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels?
- RQ2: Do psychological capital and person-environment fit have an effect on organisational commitment, job satisfaction and job involvement among frontline employees (non-managerial level) in China's international 5-star hotels?
- RQ3: Do organisational commitment, job satisfaction and job involvement have an effect on turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels?
- RQ4: Are there mediating effects of organisational commitment, job satisfaction and job involvement on the relationship between psychological capital and turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels?
- RQ5: Are there mediating effects of organisational commitment, job satisfaction and job involvement on the relationship between person-environment fit and turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels?

1.5 Research Objectives

The primary objective is to investigate the effect of psychological capital and person-environment fit on job satisfaction, organisational commitment, job involvement and turnover intention in China's international 5-star hotels.

RO1: To examine the effect of psychological capital and person-environment fit on turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels

RO2: To examine the effect of psychological capital and person-environment fit on organisational commitment, job satisfaction and job involvement among frontline employees (non-managerial level) in China's international 5-star hotels.

RO3: To examine the effect of organisational commitment, job satisfaction and job involvement on turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels.

RO4: To investigate the mediating effect of organisational commitment, job satisfaction and job involvement between psychological capital and turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels.

RO5: To investigate the mediating effect of organisational commitment, job satisfaction and job involvement between person-environment fit and turnover intention among frontline employees (non-managerial level) in China's international 5-star hotels.

1.6 Significance of the Study

This section briefly introduces the significance of the study, including the theoretical significance and managerial significance.

1.6.1 Theoretical Significance

High turnover rates continue to attract the interest and attention of researchers and scholars in looking for the root causes of turnover and solution (Wen et al., 2020). Oliveira et al. (2018) point out that the results from turnover involve not only financial cost, but also psychological aspect which could cause demoralization of the employees to stay. However, many managers have overlooked these intangible factors of turnover, especially in the context of China. Accordingly, this research is anticipated to bridge the gap by investigating the effect of PyCap and PE fit on job attitudes and turnover intention. First, this research attempts to make an original contribution to the

body of knowledge by examining individual psychological determinants in influencing hotel employees' turnover intention, which would give an opportunity for hotel managers to improve and enhance their management strategies to promote employees' positive job attitudes and mitigate their turnover intention.

Second, this research as it is conducted specifically to investigate PsyCap and PE fit related to job attitudes (including organisational commitment, job satisfaction and job involvement), job attitudes related to turnover intention, PsyCap and PE fit related to turnover intention and also the mediating role of job attitudes between PsyCap, PE fit and turnover intention. To complete these investigations, this research aspires to bridge the gap between individual psychological determinants and turnover intention, which has become a huge concern of many scholars and researchers to date (Karatepe & Avci, 2017). Moreover, by scrutinising such relationships, it is expected to contribute to the body of knowledge between turnover intention, individual psychological determinants, job attitudes and the frontline employees in international 5-star hotels.

Third, the present study is aimed to extend COR theory (Hobfoll, 2011) by integrating job attitudes as mediating variables to establish a more comprehensive model and provide better clarity on the relationships among all relating variables. This is proposed based on previous research that suggests attitudes are effective predictors of turnover. Thus, with the support of Steers and Mowday's (1981) model of turnover, which includes more comprehensive dimensions of job attitudes, it is hoped that the outcome from this relationship will help the management to understand and know how they shall focus their attention on such individual factors.

1.6.2 Managerial Significance

In practice, as the current study is conducted to investigate PsyCap and PE fit related to job attitudes (including organizational commitment, job satisfaction and job involvement), job attitudes related to turnover intention, it aims to utilise the findings to help the hotel managers in understanding the problems related to turnover intention, specifically from the individual's psychological expectations. The managers will be better positioned to develop effective retention strategies when understanding and recognising employees' intangible needs, wants and preferences. In other words, the individual's perception will determine their attitude and behaviour and their decision to stay or leave the organisation (Yan et al., 2021). Further, as the information gathered in this study mainly focuses on frontline employees, managers can address the issues specifically among this group of employees, which, according to past studies, constitutes a very high turnover rate (Afsar et al., 2018; Bani-Melhem et al., 2020; Wen et al., 2020). Therefore, it is anticipated that the outcome of this study could help managers to design good working practices and environment, or design interactive employee training programmes or formulating HRM

intervention remedial programmes (extreme cases) pertaining to employees' lower psychological resources. In doing so, employees' high turnover rate could be reduced to some extent in the hotel sector. Furthermore, the results of this study will not only benefit the hotel sector but possibly the hospitality industry as well in addressing similar problems.

In addition, international 5-star hotels under the same brand have a relatively uniform management system and standards (Ingram, 2020). That is to say, the management problems existing in China (such as high turnover rate) may also exist in other regions or countries worldwide. Therefore, the conclusions of this research have a significant reference value for hotels of the same brand regionally or globally.

Notwithstanding, this study also provides crucial information for policymakers. For example, it will enable human resource personnels to develop policies and procedures that facilitate the improvement of employees' internal demands and positive job attitudes in the hotel sector. Thus, the study genuinely supports the call by the government to create a stable and efficient workforce of the tertiary industry as stipulated in the 13th Five-year Plan for Promoting Employment, Supply-Side Structural Reform, and Opinions of the State Council on Accelerating the Development of the Tourism Industry (*China's NPC Approves 13th five-year plan*, 2016). Finally, the findings of this study will provide insights for future researchers on the turnover phenomenon in China's hotel industry regarding the factors that influence turnover intention.

1.7 Scope of the Study

This research is confined to the investigation of frontline employees' (non-managerial level) turnover intention in China's international 5-star hotels. In this research, frontline employees refer to those who work in four key frontline divisions (including front office, food & beverage, housekeeping and marketing). Only international 5-star hotels were considered in this study because international 5-star hotels such as the InterContinental Hotels Group (IHG), Hyatt, Marriott, Accor, and Shangri-La Hotels enjoy strong reputations and are also the pioneers in human resource management (HRM) and sales practices compared to domestic hotels (Schuckert, Liang, Law, & Sun, 2019). Second, and more importantly, international 5-star hotels have a relatively uniform management system and standards of quality in managing employer and employee relations (Whitla, Walters, & Davies, 2007). Issues and problems faced in China's hotel industry (such as high employee turnover rate) may also exist in other regions or countries. Therefore, as mentioned earlier, the outcomes of this research can be applied not only in the context of China, known to have a different culture from that of other countries but by focusing on international 5-star hotels, this will also be useful to other countries. Notably, the conclusions of this study will have significant relevance as a reference source for hotels of the same brand in other regions or countries. Third, qualified

employees from international 5-star hotels can better comprehend the survey questions and provide accurate answers. Compared with mixed-qualified local hotels, such hotels also have common features regarding facilities and services, lessening the investigation and questioning of this study.

Geographically, this study focuses on international 5-star hotels located in Guangzhou, Hangzhou, Chengdu, Qingdao and Xi'an for data collection. A primary reason for choosing such locations was that all these five cities are ranked in the top 15 in tourism revenue and the total number of tourists among 663 cities in China (National Bureau of Statics, 2019). According to the report from the Ministry of Culture and Tourism of PRC (2020), the total number of star-rated hotels in these five cities is also ranked among the top 15 of the 663 cities in China. They are all highly recognised as popular tourist destinations and have the greatest concentration of hotels to accommodate the growing number of tourists as compared to other locations in China.

1.8 Terms and Definitions

The terms and definitions used in this study including psychological capital, person-environment fit, organisational commitment, job satisfaction, job involvement, turnover intention and an classification of star-rated hotels in China are as follows:

1.8.1 Psychological Capital

Psychological capital is defined as the development of an individual positive psychological state having four critical components: (a) pursuing the objective, redirecting the objective (hope) if necessary to achieve success; (b) enhancing confidence (self-efficacy) and making a great effort to complete tough and challenging tasks successfully; (c) keeping a positive attitude of success (optimism) at present and in the future; (d) when obstructed by tough adversity and challenging tasks, endeavouring to keep calm and rebound, even (resilience) successfully achieving the targets (Luthans, Avolio, Avey, & Norman, 2007).

1.8.2 Person-environment Fit

According to Kristof-Brown and Guay (2011), person-environment fit (PE fit) is defined as the compatibility and conformity between the individual and the environment. The initial Person-environment Fit Theory can be traced back to the Career Decision-Making Theory (Hodkinson & Sparkes, 1997) and the Field Theory (Lewin, 1951). Four types of fit have been well-defined, covering the main components of employees' work environment (Kristof-Brown et al., 2005;

Kristof-Brown & Guay, 2011; Chuang, Shen, & Judge, 2016): person–job (PJ fit), person–organisation (PO fit), person–group (PG fit), and person–supervisor (PS fit).

1.8.3 Job Attitudes

This term is referred based on the Steers and Mowday's (1981) model of turnover, which introduces more comprehensive dimensions of job attitudes (including organizational commitment, job satisfaction and job involvement) to this study.

Organisational Commitment

Organisational commitment has been defined as a psychological phenomenon in which staff are willing to completely leap into all types of work with their increasing unilateral investment in their organisations (Becker, 1960). This unilateral input can mean anything of value, such as benefits, skills, and energy available only to their particular organisations. After conducting comprehensive research based on prior studies, a three-dimension theoretical model of organisational commitment was proposed (Allen & Meyer, 1990a). In essence, they believe that organisational commitment has three dimensions: affective commitment, continuance commitment and normative commitment.

Job Satisfaction

Porter and Lawler (1968) stress that job satisfaction refers to the gap between what individuals think they deserve and what they get. The more significant the gap, the less satisfied they are, and the smaller the gap, the more satisfied they are. Such a definition relates job satisfaction to a specific work environment and measures the gap between the value achieved and the value expected to be achieved, also known as the expectation gap definition.

Job Involvement

The concept of job involvement is proposed by Lodahl and Kejner (1965). They stated that job involvement was “the degree to which a person is identified psychologically with his/her work or the importance of work in his/her total self-image” and how “work performance affects a person's self-esteem” (p. 25). Job involvement is a distinct concept from work ethic, job satisfaction, and organisational commitment (Brown & Steven, 1996; Lawler & Hall, 1970). For this research, the conceptualisation of job involvement was the cognitive (i.e., psychological) identification with the job, which was put forward by Kanungo (1982).

1.8.4 Turnover Intention

Tett and Meyer (1993) define turnover intention as “... the conscious and deliberate willfulness to leave the organisation” (p. 262). On the other hand, Hofaidhllaoui and Chhinzer (2014) argue that turnover intention is a proxy to actual turnover behaviour at the individual level because the turnover intention can directly and consistently predict actual turnover. In this study, a measure of turnover intention which was developed by Bothma and Roodt (2013) is used.

1.8.5 Star-rated Hotels

Major Topics / Study Variables	Explanation	
•Star-Rated Hotels	Star Rating	Overview of Criteria according to Star Ratings in China
	★★★★★	Properties that typify luxury across all areas of operation. Guests will enjoy an extensive range of facilities and comprehensive or highly personalized services.
	★★★★	Properties which achieve a deluxe guest experience. A wide range of facilities and superior design qualities are typically complemented by service standards that reflect the varied and discerning needs of the guest.
	★★★	Properties that deliver a broad range of amenities that exceed above-average accommodation needs. Good quality service, design and physical attributes are typically fit for purpose to match guest expectations.
	★★	Properties that focus on the needs of price conscious travelers. Services and guest facilities are typically limited to keep room rates affordable and competitive but may be available upon request or fee-based.
	★	Properties that offer budget facilities without compromising cleanliness or guest security. Guests may access fee-based services or facilities upon request.

Figure 1.1 : Overview of Criteria According to Star Ratings in China

(Source: Official Website of Ministry of Culture and Tourism of the People's Republic of China)

1.9 Organisation of the Thesis

This thesis comprises six chapters and a brief synopsis of each chapter is discussed in this section. The following paragraphs outline the content of each chapter.

Chapter One-Introduction: This chapter provides a basic introduction to the study and establishes the study's background by stating the purpose in the form of the research problem. From the problem statement, the research questions and objectives are derived. The study's theoretical and practical significance then follow, along with the research scope that defines the boundaries of the study. This is followed by the definition of important terms and concepts used in the study. This chapter ends with the organisation of the thesis.

Chapter Two-Literature Review: The literature review begins by presenting a discussion of employee turnover and turnover intention, followed by evaluating the worldwide concern of employee turnover in hotel sector. The next section refers to PsyCap, PsyCap and turnover intention, the four individual components of PsyCap (self-efficacy, optimism, hope, and resilience) with job attitudes and turnover intention. Next, the review on PE fit, PE fit and turnover intention, the four components of PE fit (person-organization fit, person-group fit, person-supervisor fit and person job fit) with job attitudes and turnover intention is provided. This is followed by job attitudes (job satisfaction, job involvement and organisational commitment), job attitudes and turnover intention. Next, theoretical underpinnings which include COR theory and Steers and Mowday's (1981) Model of Turnover are proposed. The following section refers to the conceptual framework of this study. Finally, a summary based on the literature review is presented, explaining how this study will expand the existing knowledge concerning PsyCap, PE fit, job attitudes and turnover intention.

Chapter Three-Research Framework and Hypotheses Development: The initial part of this chapter provides the research framework, demonstrating the correlations between the theoretical perspectives and various constructs identified in the literature. In the next part, the associations among research constructs are illustrated, and the research hypotheses are then proposed. Finally, the summary of the chapter is provided.

Chapter Four-Research Methodology: This chapter provides a comprehensive description of how this research was conducted and analysed. The chapter first introduces the main research paradigms: positivist and interpretivist, followed by discussing why positivism was selected in this study. This is followed by the research design and explaining the type of instrumentation used for data collection, including the logic behind the selection. Then, the sampling design process addressing the target population, sample

size, and sampling technique and procedures is provided. The chapter also provides a detailed explanation of the data collection procedure before explaining the scales used to measure the constructs and origin. This is followed by a discussion on the expert review and pilot study, including the rules applied. Next, the comparison and selection of statistical analysis is provided. This chapter ends with a summary.

Chapter Five-Data Analysis and Results: This chapter describes and examines the data analysis and results of the research. First, the overall framework of this chapter is presented, including a concise depiction of the analysis strategy. Then, a discussion regarding the preliminary data analysis of the current study is carried out. This section, in particular, introduces several critical steps such as data preparation, data screening, assumptions of multivariate analyses, assessment of sample size and descriptive analysis. The following section presents and discusses the primary data analysis of the research, followed by a discussion of the measurement model and structural model. The hypotheses testing results for both causal and mediating effects are next provided, concluding with a summary of the chapter.

Chapter Six–Discussion and Conclusion The previous chapter aims to empirically examine employees' individual psychological determinants of turnover intention and the mediators of job attitudes. Based on the findings obtained from the previous chapters, this chapter consolidates the findings and provide explanations for the results. The study's contributions, limitations and directions for future research are then presented, concluding with an overall summary of the research.

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