

# TURNOVER INTENTION; PREDICTING AGE ROLE ON PERCEIVED WORK EXHAUSTION IN HOSPITALITY INDUSTRY .

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## ABSTRACT

*Hospitality provider needs to be well motivated to ensure high level of service delivery and outstand competitors. Nevertheless, due to the nature of work in hospitality service industry, they exposed to higher degree of work exhaustion and faced a great challenge to remain in the industry. In many work exhaustion models, work load causes work exhaustion. Increase in work exhaustion can only scarce the number of hospitality provider that continuesly feel motivated and resulting turnover issue. Extremes of activity and work in nature, demands constant energy to remain focused, which can lead to exhaustion. Past research proposed that different age have different abilities including handling emotions during service encounter (Emotional Intelligent), and the physical ability coping with extreme tasks. Therefore an exploration study on age variable role within this challenging hospitality context is emphasize on. The perceived work exhaustion is explored within different level of age in the hospitality-entertainment work context, due to extremes of activities in workload, and time pressure during service encounter, in line with Mediation-Conceptual Model by Moore (2005). This study aim on outlining the role of age, not just as work exhaustion's indicator, but to explore the propose role as mediator on the relationship of perceived work exhaust and turnover intentions. Past studies however, only explores work exhaustion in less demand work nature (hotel industry). Thus, it is acculcable worth to bring attention to the variables due to the inconclusive of the similar study within hospitality-entertainment industry, prospecting the study into amusement park context. This study applying secondary data through scrutiniting past research. Looking into future study of exploratory and quantitative, utilizing closed-ended questionnaire adapting items crucial to the study objectives. The discovery of identified age roles then anticipated to assist the mediating variables' controlling strategies. Expecting the hospitality provider's well being in the rapidly challenging field, and ease turnover issues. Consequently hospitality job stays relevent in the field.*

**Keywords:** *Work exhaustion; amusement park; employee performance; turnover; hospitality provider; and hospitality industry.*

## **1.0 INTRODUCTION**

The hospitality provider needs to be well motivated to ensure high level of service delivery and outstand their competitor. To be competitive, hospitality provider have to go beyond providing just good service, but to the extent of capable in demonstrating brand values in their actions during service encounters.

The competitiveness and the survival of tourism industry depends on the quality of the services that organization offers, hence the employees is part of the most important factor in the success of the tourism industry (Emiroglu, Akova and Tanreverdi, 2015). However, the determination of hospitality service provider's energy and emotion state are technically challenging. The performance of the hospitality service provider may be limited to different work requirement and different age of the provider.

Older healthy employee may have high thinking and problem solving abilities, as Hoffman, Cox, Dykiert, Maniega, Valdés Hernández, Bastin, Wardlaw and Deary (2017) recent evidence have reported that performance on verbal tasks was underpinned by two underlying abilities: individuals' ability to store verbal knowledge and their ability to use executive control to flexibly access this information. However, age can be adversely affected under different conditions, where previous study on healthy elderly by the researcher, Hoffman et al. (2017) in contrast resulting a stands marked a decline in other cognitive abilities.

While a study suggests that spontaneous speech produced by older adults is less intelligible in babble noise, probably due to less energy present rich in acoustic cues, furthermore a mild presbycusis in 'healthy aged' adults can affect the dynamic adaptations in speech that are beneficial for effective communication (Hazan, Tuomainen, Tu, Kim, Davis, Brungart and Sheffield, 2018). Therefore it is foreseen that age might have the ability to moderate work performance especially in hoospitality-entertainment industry. In contrast this study synthesize the moderation effect on work exhaustion towards turnover intention.

## **1.1 WORK EXHAUSTION AND TURNOVER INTENTION REVIEWS**

Work exhaustion is a negative state where a person feel tired in works. Increase in work exhaustion can only scarce the number of hospitality provider that continuesly feel motivated and resulting turnover issue.

The motives of employee turnover is when employees feeling towards the job or workplace is not what they perceived, when there is unmatch between the job and person, where past research claimed that it is partly causes employees felt stress due to overwork.

### ***1.1.1 Work Exhaustion Concept***

Extensive research have shown that in many job-demand model, the work load causes work exhaustion. For instants, Job Demand Resources (JD-R) model claims that imbalance of work

demand and resources cause work exhaustion, where a study results show that JD-R variables (workload), have significant impact on burnout (work exhaustion) which have a significant negative impact on the employee's well-being (Muhammad Shahnawaz and Baig, 2018). On the other hand, The Job Demand-Resources model by Bakker, Demerouti, and Sanz-Vergel (2014) explains that how burnout depends on the balance between job demand and the resources to cope with these demands. However, as Bakker et.al (2014) has pointed out, the challenges in studying workplace stress now lie in identifying daily variations in stress levels in order to determine how far these changes depend on the nature of the task or on an individual's ability to cope with the situation.

Increase in work exhaustion can only scarce the number of hospitality provider that continuesly feel motivated and resulting turnover issue. Such expositions however are unsatisfactory because most studies in the field of work exhaustion exploration have only focused on indicators of job match and job satisfaction in relation to job unfairness or mismanagement. Such approaches, however, have failed to address the issue of extreme nature in hospitality industry itself, as has been addressed by Moore (2005) many years before, examining on important aspect that definethe work nature including workload, time pressure and also age in relation to work exhaustion.

### ***1.1.2 Workload and Time Pressure within Hospitality Industry***

Workplace stress is common in the field of hospitality and is associated with high levels of staff burnout. According to (Maslach et al., 2001; Kowalski et al., 2010; Günüşen et al., 2014), the term burnout is used to describe an individual condition related to chronic stress at work that categories by emotional exhaustion, depersonalization and a decline in personal accomplishment. He also claimed that workload is most directly related to emotional exhaustion defined as a feeling of excessive emotional stress and feeling drained from contact with other people. Furthermore, it has been stated that the main element of burnout is emotional exhaustion and that it is the first dimension leading to burnout (Maslach et al., 2001). Looking into example, extremes of activity of the work in nature, demands constant energy to remain focused which can lead to exhaustion to different age stages. Past research argues that different age have different abilities in handling emotions during service encounter, furthermore the ability in coping physically with extreme work task requirements. It has previously been observed that the hotel industry is an industry based on human labor and that employees need to communicate with customers constantly which create interpersonal conflicts, staff stress and burnout (Hu and Cheng, 2010).

Research results were proposed that Generation Z viewed the hospitality industry as challenging and the study elicit negative attitudes towards the industry including such as dealing with people, long/odd hours and potential workplace health and safety issues, mentally and emotionally exhausting, rigid and low pay (Goh and Lee, 2018). Additionally, the issues identified in the hospitality literature stating that many past generations have been reported high turnover patterns among the hospitality employees and to be a major human resource issues due to hospitality industry dynamic in nature. In the hospitality industry, it is found to be seasonal in nature where many companies are identified to be operating with a very small numbers of permanent employees, while employing additional casual staff during peak periods (Zopiatis, Constanti, and Theocharous, 2014), which indicating the difficulties to have secure job in this industry (Chalkiti and Sigala, 2010).

### ***1.1.3 Age, Physical Ability and Emotional Intelligent (EI).***

Extremes of activity of the work in nature, demands constant energy to remain focused — which can lead to exhaustion to different age stages. Existing research recognises the critical role played by age variable. A study was conducted partly on determining the effect of the demographic factors and other factor such as working department on turnover intention, due to the identified importance of turnover intention matter in hospitality industry (Emiroglu et.al, 2015).

Previous research has established that different age have different abilities in handling emotions during service encounter, furthermore the ability in coping physically with extreme work task requirements. Researcher further define EI as:

Emotional intelligence can be identified with ability to perceive, assess, and positively influence one's own and other people's emotions, where emotional intelligence can be composed by personal and interpersonal competencies and abilities that include: self-consciousness, self-control, and self-motivation(personal competencies, while the interpersonal competencies comprise empathy and social skills (Cavelzani and Esposito, 2010).

The growing body of literature that recognises the claims, stating that the relationship between intelligence and inhibitory control was dependent on the participants' age (Duan and Shi, 2011). This details is considered to be an essential condition of the formation of study on age effect in handling emotion or solving problem aptitude. In addition, a study examines the relationship between emotional intelligence (EI) and three coping strategies (task-, emotion-, and avoidance-oriented coping) using an adult, hospitality industry population specifically in hotel and restaurant work environments.

Survey such as conducted by D'Zurilla et al., (1998) on differences in social problem-solving ability suggested that the aptitude increases from young adulthood (ages 17–20) to middle-age (ages 40–55) and then decreases in older age (ages 60–80). This findings, compares younger adults, middle-aged and older individuals, where middle-aged people scored higher on positive problem orientation and rational problem solving better than older individuals, contrastly the younger adults high on negative problem orientation, impulsivity-carelessness, and avoidance style (D'Zurilla et al., 1998).

This paper attempt to show that age have different emotion competency that might moderate the relationship of work exhaustion and turnover intention. Some researcher suggest that Emotional intelligence (EI) represents the ability to perceive, control, and evaluate emotions, can be learned and strengthened, while others claim it is an inborn characteristic (Dumitriu, C. and Timofti, I. C., 2014). In addition, it is argues as the importance of social skills to recognize, interpret, and respond efficiently to emotions in oneself or others.

According to Bar-On and Parker (2000), general emotional competence “comprises abilities related to understanding oneself (intrapersonal) and others (interpersonal), relating to people (interpersonal), adapting to changing environmental demands (adaptability), and managing emotions [for example, being angry, losing temper, being upset] (*stress management*)”. Of particular concern that different level of age may faced problem in different ways, thus perceived work exhaustion differently. They added that there are significant differences for the emotional maturity level of students according to gender, age, where this means that with the maturing of biological, intellectual and social life of the individual, the level of emotional maturity also increase.

In the global economy, age has become a central issue in hospitality industry, when social and cultural changes in modern society suggest the need for proactive, creative young individual with the highest professional and personal culture, focused on socially significant success and positive self-realization in all spheres of society prior to providing hospitality services.

The industry hunger for younger individual that able to adapt to the world and higher to convert it creatively, where the relevance of the study is determined by the necessity of the personality formation, able to live and work in conditions of socio-economic transformation. Marfugaa et.al, (2015) claimed that:

The path of our society development in present and future depends on how young people are prepared for life and work actively in the market perfection of professional knowledge; commitment, ability to set goals; For madness of human values: kindness, humanity, justice, compassion, respect for others, tolerance; confidence, determination, faith in their own strength; ability to act in a situation of uncertainty, the experience of business communication; build interpersonal relationships; ability to mobilize; ability to defend the interests of the social environment; readiness to solve special problems; analysis of space capabilities; formed the ability to self-appraisal and reflective activity, high level of social responsibility; the desire for self-improvement.

Useful statement above, noticing the importance of age to be relevant within the working industry. A research indicated the relevance of age for the development and evolution of EI.

#### ***1.1.4 Turnover Intention***

Turnover intention is the intention to resign from his or her current job and the tendency to seek employment in other organization of an employee (Yang, Wan & Fu, 2012). Enhancing the understanding of the issue, Emiroglu et.al, (2015) pointing both categories of turnover intentions; respectively voluntary and involuntary turnover have enormous impact on organization. Chalkiti and Sigala (2010) in their study concern on the difficulties to have secure job in this industry, resulting in high turnover of employees that leaves the industry.

Addition to it, it is found that the reasons of employee turnover can generally be divided into individual factors including age, education, gender, while the external factors are perceptions of employment (Foreman, 2009). Several researchers observed lower levels of organizational commitment and higher turnover rates with Generation Y employees compared to other generations in a variety of industries (Lancaster and Stillman, 2002, Martin and Tulgan, 2001, Twenge, 2007). The high turnover rate of Generation Y members could be due to their weak psychological contract with the organization, which can lower their organizational commitment and levels of organizational loyalty (Blomme. Van Rheede, and Tromp, 2010).

More seriously, a high rate of staff turnover is commonplace and considered a problem due to its high cost in the hospitality industry (Gustafson, 2002, Solnet and Hood, 2008). Low wages, long working hours, being out of the social pattern, and limited career opportunities can lead to hospitality industry employees being apt to have a high intention to leave the industry and move to other industries with better working conditions (Blomme et al., 2009, Kuslivan and Kuslivan, 2000, Walsh and Taylor, 2007). Generation Z's perspective on perceived difficulties in the hospitality industry imply that the possibility of the fear of working in a team environment where tensions add to the stress of having to deal with people internally because interpersonal employee tensions if not resolved effectively can result in job dissatisfaction and turnover

(O'Neill and Davis, 2011). Therefore, it is an important need to address the age roles and perception of work exhaustion in exploring turnover intention.

## **2.0 CONCEPTUAL MODEL AND HYPOTHESES**

A framework construct helps to guide towards good study exploration. Up to date, many models has been formed and re-modeled for the purpose of further studying on work exhaustion and intention towards quitting the job. A conceptual framework in this paper designated to display existing relationship of work exhaustion and turnover intention, indicating only the proposed highly related pillars of work exhaustion with the amusement park work context to be explored.

The framework is drawn from the study questions and hypotheses. Addition to that, it is construct in a way that also disclosing possible hypothesis of other age variable roles (moderating effect) on the relationship.

### ***2.1 Focus Study Questions and Hypotheses***

At this preliminary study stage, this conceptual paper has identified study questions to be answered, furthermore guided with hypotheses drawn from the queries. The research questions are:

Q1: Does higher work load, time pressure and age causes higher perceived work exhaustion that caused turnover intention?

Q2: Does age level causing perceived work exhaustion towards different level of turnover intention?

From the distinguished research questions, four propose research hypotheses are then pinpointed throughout this conceptual study:

H1: Hospitality providers experiencing higher levels of work load report higher perceived work exhaustion that caused turnover intention.

H2: Hospitality providers experiencing higher level of work time pressure report higher perceived work exhaustion that caused turnover intention.

H3: Hospitality providers of higher age level report higher perceived work exhaustion that caused turnover intention.

H4: Hospitality providers of different age experiencing different abilities report perceived work exhaustion with different level turnover intention.

### ***2.2 Conceptual Framework***

The concept of work exhaustion is to be examined from the service quality and customer service research perspectives in the hospitality industry through this study. Only related work exhaustion indicators of a full mediation-conceptual Model by Moore (2005), namely (1) *workload*, (2) *time pressure* and (3) *age* will be adopted.

The age variable however, will be examined and explored as a moderator role of the relationship between perceived work exhaustion and turnover intention instead rather than a dependent variable. This is because the relationship of age and abilities (physical ability and emotional intelligent ability) should be examined together, as they are hypothesized to have the moderating power on workload and perceived work exhaustion relationship. Only with the right approach in controlling the age – ability strategy, turnover intention due to perceived work exhaustion could be avoided. Therefore, the proposed conceptual framework of the study is presented in *Figure 1* below.

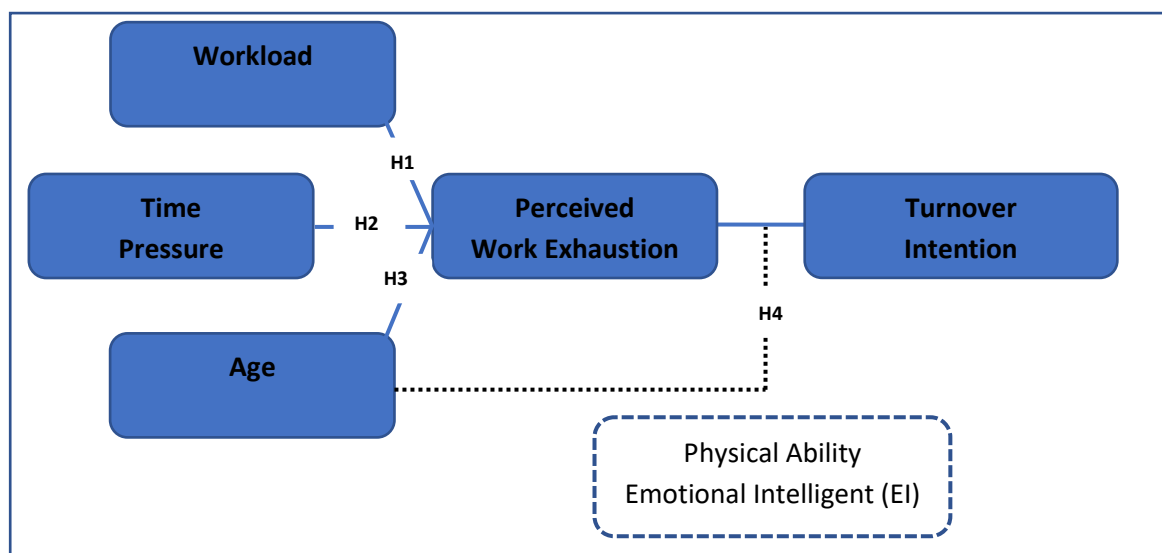


Figure 1: Conceptual Framework – Age Roles as Dependent and Moderating Variable.

### 2.2.1 Perceived Work Exhaustion and Indicators

A research disclosure results that the demographic factors such as age, gender, marital status, education, as well as the factors such as tenure, wage, position, working department are determinants for turnover intention (Emiroglu et. Al, 2015). Age was identified as part the indicators that leads to turnover intention. This paper however hypothesis further that age have further roles, not just the direct factor of perceived work exhaustion, but further playing a role of moderating the level of turnover intention.

In Moore (2000) research literature, emphasized previous statement that the phenomenon of work exhaustion was originally encompassed by the construct of “tedium”, which defined as a state of physical, emotional, and mental exhaustion that caused by long-term involvement in demanding situations. This paper describe the design and the implementation towards the aims on exploring the same phenomenon of work exhaustion (physical, emotional and mental) aptitude of a hospitality provider in the extreme work nature of an amusement park. This study looking into the conceptual model that hypothesizing that moderating effects such as physical

abilities and Emotional Intelligent (EI) of different age moderate the level of turnover intention differently.

### 2.2.2 Perceived Work Exhaustion and Turnover Intention

The present studies work on work exhaustion, however this study study the surface level (perceived work exhaustion) due to exploring in the new work context that have not been explored before. Perceived work exhaustion however is a claim, where this study would like to explore the hospitallity provider claims of being burnout with the work, that may take them towards intention to quit the job. Other researchers studying on the reasons of employee turnover in the hospitality industry found that the most important factors supporting the turnover intention includes company factors (etc. job environment), personal feelings, the nature of hotel industry, work content (Yang et al., 2012).

### 2.2.3 Age as Moderator Role

As literaturly explored before, age is not only an indicator, but may have potential as a moderator. As age also part of work exhaustion phenomenon, therefore an exploration study on age variable roles within this challenging hospitality context is significantly emphasize on. The perceived work exhaustion is explored within different level of employees age in the hospitality-entertainment work-scape due to extremes of activities in workload and hospitality demand nature. Further reading also identifies supporting related statement by Goh and Lee (2018) in his study in the hospitality literature investigating Generation Z's attitudes towards working in the hospitality industry, concluded that understanding this future hospitality workforce is important as empirical studies of past generations namely the Baby-boomers, Generation X and Generation Y previously have been reported with high turnover patterns among the hospitality workforce. Therefore this study conceptual framework is further design to outline the extended role of age, not just as indicator variable but also as the moderator in the relationship of work exhaustion and turnover intention.

## 3.0 METHOD OF THE STUDY

A simplified and concise methodology enhance in providing the best ideas on how to perform a research. Associating to the research intent, a distinguish proposed research methods described in this part. It is to be constructed in a way that it will serve as a general outline of the methods that plan to be utilized. Thus, this conceptual study designed aimed to be conducted suitably as exploratory and quantitative research.

### 3.1 Research Paradigm or Approach



Researchers has explored work exhaustion in many other field and industries. Furthermore, past studies also has explored work exhaustion in less demanding hospitality work nature which is the hotel industry. This bring to the importance of discussing the age variable in this study due to the inconclusive of the study within hospitality-entertainment industry, prospecting the study into amusement park context.

The framework is design through identification of issues identified through reading of past research has prospecting the focus towards the study approach. A secondary data study was conducted at an optimum level, giving enough data and insights to come with the framework that help to guide the future study approach. An approach of taking accounts of researcher years ahead through adoption methods of past studies models and ideas, while applying deduction methods to leave out unnecessary variables that may not relate to the focus issues.

With the designated framework, this paper proposing a preliminary study, ideally looking into conducting a quantitative research. As this study to explore on age influencing the turnover intention, a descriptive research design using a quantitative approach is considered the most appropriate method to be further utilised. This method is quick and has the ability to reach more respondents with a relatively low cost (Sekaran, 2003). Quantitative method relies on the ability of the researchers to measure the phenomena under investigation and the use of statistics to analyze the raw data. Creswell (2003) noted that a quantitative approach is one in which the researcher primarily uses post positivist claimst for developing knowledge and collecting data on predetermined instruments that yield statistical data with the ability to attain large number of respondents.

Through this method, the focus of the study could be attended undoubtedly, because it help researcher to understand the proposed issues better with facts (numbers) than subjective statements. Therefore, closed-ended questionnaire will be employed, information requires will be obtained through self-reported and self-administered questionnaire with the selected respondents as the instrument is plan to be distributed to the amusement park employees.

### ***3.2 Sampling and Measures***

This study aims to anticipate the exploration of the hypothesis on a few different amusement park establishment that may have different service approach, theme or service-scape and nature. The conceptual study is designed in a way that the survey is suited to be conducted towards service providers in Extreme Park Penang and MAPS Ipoh Perak, to explore within it's extreme activities and demand of continues amusement skills. The sample will representating mainly with respect to age, and amusement park hospitality direct provider prior to customer contact experience.

Then, this study will used convenience sampling method because it is quick, convenience and most easy to chose the subjects. Sekaran (2003) and Shajahan (2004) said that this approach is practical, economical and offers the most generalizability and has the least bias.

### ***3.2 Instrument Design and Data Collection***

The survey questionnaire will be divided into demographic profiles focusing on age, gender, marital status, education and other sections will be developed to access respondents agreeable level based on their experienced towards the hospitality challenges. The survey instrument is plan to employed 4-points likert scale measures in order to guide indecisive respondent to respond to the items. The scales will be as such; (1) I definitely disagree, (2) I disagree, (3) I agree, and (4) I definitely agree. This will assist in avoiding uncertain answers or indolent responds. All the items will be adopt and adapt from the previous studies and will modify to suit the study objectives and local setting. With that above survey, one pilot test will be conducted prior to actual data gathering. The purpose is to check whether the question is well construct (Bryman and Bell, 2007). The data collected will then go through analysis of t-test and ANOVA tests to verify the relationship between the demographic factors (age) and the other work exhaustion factors including workload, time pressure and and turnover intention.

This will ease the responding process, furthermore ease the process of examining the collected data to the analysis system (SPSS 22). The measurement scale for the exhaustion construct was developed by modifying items from Maslach and Jackson's (1981); Moore (2000) model on emotional exhaustion scale to encompass mental and physical as well as emotional exhaustion.

### ***3.3 Propose Study Timeline***

The projection of timeline to conduct the exploratory study may inclusive time of thorough scrutinizing past research and other related secondary reviews instrument testing (pilot study), distribution of questionnaires, collecting and analyzing data, the the discussion and summarizing of results. It is projected to be less or more about two month, suggesting a realistic time frame.

## **4.0 SIGNIFICANT OF STUDY**

The study is to be conducted to establish the attention to the role of age as the primary study focus in the relationship of perceived work exhaustion and turnover intention. Throughout this study, the discovery will help to outline the (1)consequences of age and their abilities on perceived work exhaustion-turnover intention relationship, and (2)developing specific conceptual model of the work exhaustion study in different construct based on the phenomenon within hospitality-entertainment industry. Each of these are worthy of some discussion.

This study has it importance to the implication of the body of knowledge, in discussing on the variables in this study due to the inconclusive of the study within hospitality-entertainment industry. Namely the amusement park as it is widely known that amusing people require constant motivation and ability physically, emotionally and mentally. The discovery will add to the volumtious of knowledge where it can enhance understanding, further exposing and deeper take into consideration towards the right focusing of many future studies encompasses the hospitality studies.

The discovery will add to the moderating variable's controlling strategy, along with the employee's well being in the rapidly challenging field, aiming to ease turnover issues. Consequently hospitality job could stay relevent in the field, asisting the implication of the study significant towards practitioner and the industry.

## 5.0 LIMITATION AND FUTURE RESEARCH DIRECTIONS

The findings of the discussion and past studies exploration increase the possibility of this study in extending related research on the strategy of controlling the moderating variable. However, this study only discuss on the moderating effect of age demographic variable, where there are many other demographic scope to be explored within the hospitality-entertainment context.

There are future research possibility to continue this study through the exploratory research method, addition to the secondary data discussions. There is always a room for the same research context to be examined as age are highly related to generations changes.

It is realistic to suggest the adoption of mixed method methodology as to further embark in the same study focus. To further explore the same study in the future, it is advisable to conduct exploratory studies with mixed method as the study will be extendedly complete and comprehensive rather than just quantitative in nature. Qualitative tend to enhance the understanding of the related explored issues formerly.

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