



The mediating effects of external factors on intention to leave and organizational factors of hotel industry

Los efectos mediadores de los factores externos en la intención de salida y los factores organizacionales de la hotelería

Luis Roberto Domínguez Aguirre

Instituto Tecnológico Mario Molina, México

Received June 21, 2017; accepted January 18, 2018

Available online December 5, 2018

Abstract

The present study examines organizational internal factors as predictors of intentions to leave an organization within the hotel industry and the mediating role of the organizational external factors, such as, available opportunities outside the organization, and work–family conflict. The research was conducted among 305 respondents from hotels in Puerto Vallarta, Jalisco, Mexico using multiple linear regression and hierarchical regression analysis to test the hypotheses raised that explained the greater variance in intention to leave. The results show that organizational external factors partially mediate the relationship between organizational internal factors and intention to leave. The study shows that the most influential cause of employees' turnover intention in hotels is dissatisfaction with the motivation generated by the organization and how this would be influenced by organizational external factors. The analysis enriches the understanding of turnover intentions by examining the mediating role of work–family conflict and available opportunities outside the organization in the relationship between internal factors and intention to leave.

JEL code: J28; M51; M54

Keywords: Intention to leave; personnel turnover; motivational tools; hotel; hospitality.

* Corresponding author.

E-mail address: luisrda@hotmail.com (L.R. Domínguez Aguirre)

Peer Review under the responsibility of Universidad Nacional Autónoma de México.

Resumen

El presente artículo examina los factores internos de la organización como predictores de la intención de salida en la industria hotelera y el rol mediador de los factores externos a la organización, como el conflicto trabajo-familia y las oportunidades disponibles fuera de la organización. La investigación se realizó entre 305 empleados de diferentes hoteles en Puerto Vallarta, Jalisco, México usando análisis de regresión lineal y análisis de regresión jerárquico para probar las hipótesis planteadas que explicaran la mayor varianza en la intención de salida. Los resultados muestran que los factores externos a la organización median parcialmente las relaciones entre los factores internos y la intención de salida. El estudio señala que la causa más influyente en la intención de salida de un hotel es la insatisfacción con las herramientas motivacionales utilizadas por la organización y como éstas se ven influenciadas significativamente por los factores externos. El análisis enriquece el entendimiento de la rotación de personal visto desde las intenciones de salida al examinar los roles mediadores que tienen factores externos, como los conflictos entre el binomio trabajo-familia y las oportunidades existentes fuera de la organización, en las relaciones de los factores internos y las intenciones de abandonar las organizaciones.

Código JEL: J28; M51; M54

Palabras clave: Intención de salida; rotación de personal; herramientas motivacionales; hotel; hospitalidad.

Introduction

Research and practice have extensively documented the problem of staff turnover in the hospitality industry, which can range from 58 to 112 percent annually (Denvir & McMahon, 1992) (Pizam & Thornburg, 2000). The causes attributed to the phenomenon vary, but the most common ones are “opportunities to obtain a better job”, “family problems”, “problems with the supervisor”, “problems with colleagues”, “better performance”, among others (Blomme, Rheede, & Tromp, 2010a) (Eddleston, 2009).

At present, technological, social, and labor changes have created a job offer that, by integrating and remaining in a workplace, behaves in a different way than it did in previous decades (Ertas, 2015). Current modern organizations have faced new staff challenges in the first two decades of the 21st century. Ethnic and racial diversity is increasing, the emergence of new technologies for work has also been increasing, the search for competitiveness and business productivity has been stronger, and the workforce is aging rapidly (Calo, 2008). Thus, the dynamism—both qualitative and quantitative—of the skills required, as well as the decline in the young workforce, have led to a potential shortage of labor, making the recruitment and retention of skilled employees a priority.

In addition, hotel organizations have a particular context, with long working hours, low job security, and a high need for coordination and interaction with colleagues and supervisors (Munck, 2001). This involves high levels of stress at work, creating conflicts between family and work, causing dissatisfaction, and possibly increased intentions to leave the organization in search of better job opportunities (Blomme, Rheede, & Tromp, 2010b) (Pizam & Thornburg, 2000). Voluntary staff turnover has been one of the main problems in terms of the costs

associated with the replacement of human resources in hotels, which in some cases is argued to be 60 percent of the budget for staff management.

Several studies have shown that staff turnover affects a variety of organizational processes and outcomes, including job satisfaction, productivity, competitiveness, work environment, performance, and replacement costs (Zimmerman & Darnold, 2009) (Regts & Molleman, 2012) (Li & Jones, 2012).

Moreover, staff turnover can contribute to a decrease in productivity, entailing an implicit reduction in the quality of the service provided in hotels due to the learning curve involved in the change or substitution processes. This has maintained the particular interest in the conformation of the causal variables and their specific weight in order to better explain the phenomenon of the voluntary intention of people to leave their organization, given that it has been demonstrated that this intention has a greater influence on staff turnover.

Intention to leave (IL) has been understood as the intention that employees have to leave the organization to which they belong, despite having the opportunity to remain in it (Regts & Molleman, 2012). The reasons why employees leave hotel organizations could be analyzed from two perspectives: a) organizational internal factors (OIFs) or the organizational climate and b) organizational external factors (OEFs). OIFs refer to the cognitive perception of various characteristics of the work environment in terms of their meaning and importance to the employees of an organization (James & James, 1989). On the other hand, OIFs have commonly been considered to make sense of the work environment or to understand it (Patterson *et al.*, 2005). In addition, the climate in a workplace reflects the perceptions of the employees with regard to developments in the organization, its practices and procedures, as favorable or unfavorable elements.

These perceptions become promises that formulate expectations in the workers, justifying the results in the organizations that manifest themselves through their efforts, in such a way that, when the expectations of the workers are met, they justify better performance, greater commitment, and greater loyalty.

Organizational internal factors

The classical relationships shown by the literature between IL and satisfaction with the OIFs have been negative. Worker satisfaction with workspaces and their content (Münderlein, Ybema, & Koster, 2013) (Cheng & Waldenberger, 2013), their perception of the support provided by supervisors and peers (Yang, Gong, & Huo, 2011), and the motivational tools used by the organization (Münderlein *et al.*, 2013) suggest a contradictory influence with IL. This observed relationship provides a hypothetical model of its impact on IL in the hospitality industry. Thus, it can be expected that:

H1: An increase in worker satisfaction with regard to the OIFs leads to a decrease in IL.

Consequently, the decrease of IL generates a decrease in voluntary staff turnover. The challenge is to see how much of an impact it has and what happens to the relationships of the OIFs and the IL when the OEFs emerge.

Spaces and job content

The order, cleanliness, comfort and availability of the spaces to work, as well as the equitable and orderly distribution of the tasks for the contribution of challenging and attainable objectives have contributed to the collection of capacities of a subject to carry out their work. Spaces and job content (SJC) have become the expectation that employees have of a satisfactory place to work, as they have an affective perception of intrinsic and extrinsic working conditions that may include some satisfaction with their workplace spaces and conditions. It is expected that aspects of the work content and how tasks are structured will be organized in a way that is perceived as satisfactory or conducive to the work (Münderlein *et al.*, 2013). This factor has been researched through job satisfaction and includes aspects of work organization (Cheng & Waldenberger, 2013), time and task distribution (McNall, Masuda, & Nicklin, 2010), compensation (Lai & Kapstad, 2009), physical working conditions, and their negative relationship with IL has been established as elements of a psychological contract with the organization (Blomme *et al.*, 2010a). Therefore, it can be expected that:

H1a: The more favorable the work spaces and contents are perceived, the less is the intention to leave.

Perceived supervisor support

Supervisors are typically the agents of the organization closest to employees and have the ability to communicate the intentions of the organization directly to their subordinates. Therefore, the claim is that the support of the supervisor plays an important role in facilitating the adaptation of the employee to the job. Perceived supervisor support (PSS) involves behaviors through which employees understand whether or not they fit into the organization. The supervisor is an agent of the organization that helps embody the culture and who can generate an adjustment between job requirements and employee skills.

Supervisors also have the ability to shape the perceptions that employees have regarding their authority and responsibility, as they manage a microculture that influences the extent to which employees establish contact with their peers. The perceptions of culture, management skills, colleagues, authority and responsibility of the employees are summed up in the concept of “perceived support”.

Workers expect supervisors to be primarily responsible for providing the necessary opportunities for learning and skill growth (Lai & Kapstad, 2009). Previous research has shown a positive relationship between PSS and performance (Staufenbiel & König, 2010), promotion opportunities (Stahl, Chua, Caligiuri, Cerdin, & Taniguchi, 2009), job satisfaction (Chen, Brown, Bowers, & Chang, 2015), emotional engagement (Chinomona & Chinomona, 2013), and the content of the work (Münderlein *et al.*, 2013). However, they show a negative relationship with ILs (Dawley, Houghton, & Bucklew, 2010). Therefore, it can be expected that:

H1b: The greater the perceived supervisor support, the less the intentions to leave the organization.

Perceived peer support

Perceived peer support (PPS) has been studied by some authors, showing that employee interaction with peers and close colleagues plays a crucial role in explaining the motivation to learn new skills and positions at work, seeking growth and stability (Yang *et al.*, 2011) (Stahl *et al.*, 2009) (Biron & Boon, 2013). Opportunities to learn, practice new skills, apply new knowledge, and do the designated work with the support, encouragement, and feedback of colleagues and peers have been considered particularly important in these studies.

The cultural elements provided by the structure of the organization generate social interactions that influence the satisfaction of the need for affiliation of individuals forming synergies for the achievement of group and organizational objectives, in such a way that individuals see this condition as favorable or unfavorable to perform their work. PPS can influence ILs, and lack of peer support can inhibit these intentions and influence intentions to leave. Therefore, it is hypothesized that:

H1c: The greater the perceived peer support, the less the intentions to leave the organization.

Organizational extrinsic motivators

In general, motivational factors are all aspects of work that people consider important. Intrinsic and extrinsic motivators are recognized as the two main types of motivators (Münderlein *et al.*, 2013) and are a combination that is not always recognized separately, as a worker may be simultaneously motivated by these two factors.

Intrinsic motivators are given by the work itself or the opportunities for learning, growth or affiliation it offers. The worker is motivated by the satisfaction generated by the performance of their work or learning (Lai & Kapstad, 2009). Organizational extrinsic motivators (OEMs) are the extrinsic aspects comprised of incentives that accompany work, but which are provided by the organization, such as receiving a salary, bonuses, prizes, among others (Münderlein *et al.*, 2013).

As a result, OEMs can increase the value of work and increase attachment to it. The lack of favorable OEMs can influence the ILs of a company to find one that contains enough OEMs to justify its permanence. Workers who enjoy their work and receive motivators from the company that meet their expectations will be less likely to retire or leave the company willingly. Otherwise, they may start to worry about changing employers or bosses (Münderlein *et al.*, 2013). Therefore, it is assumed that:

H1d: The more favorable the perception of the motivators, the less are the intentions to willingly leave the organization.

Organizational external factors

On the other hand, organizational external factors (OEFs) are considered to be those factors that influence people, but are not found within the organization, so they consist of the perception

of attractive opportunities for work or development (Stahl *et al.*, 2009), or those conflicts that hinder their stay at work, such as work-family or family-work conflicts (Blomme *et al.*, 2010b).

These external elements can distort the expectations of exchange between the worker and the organization, changing the possibility of staying or leaving the workplace. A person who perceives job opportunities with elements superior to those provided by the current organization changes their work requirement standards. A worker, whose social group (family or friends) demands time, resources or efforts may change their idea of the psychological contract made with the organization (Chen *et al.*, 2015) (Eddleston, 2009). Thus, the relationship between external factors and intentions to leave has been found to be positive, since the increase of one potentiates the increase in the other, or vice versa, so it can be expected that:

H2: As the perception of emergence of the OEFs increases, so do the intentions to leave.

Opportunities available outside the organization

The concept of available opportunities (AO) outside the organization is based on the idea that organizations can expect a wear and tear on colleagues and co-workers (Eddleston, 2009), who can influence workers to look for ways to improve their work membership schemes in job vacancies. Workers may also find differences between the career opportunities they may have in their companies and those available in the labor market, so they may be inclined to take advantage of lucrative and challenging opportunities wherever they find them (Stahl *et al.*, 2009).

On the other hand, a number of events or conditions associated with professional stagnation can contribute to people seeking better offers from other professional organizations. Therefore, it can be expected that:

H2a: The greater the perception of available opportunities outside the organization, the greater the intentions to leave.

Work-family conflicts

A specific aspect of work or job stress is the work-family conflict (WFC). It can be described as a form of conflict between work and family roles, in which the pressure of the key roles of work and family are incompatible with each other (Haar, Roche, & Taylor, 2012). In fact, WFC as a subject has become very important in organizational behavior research (Blomme *et al.*, 2010b) (Blomme *et al.*, 2010a). The relevance of this stems from social development, which includes phenomena such as the inclusion of more women in the labor market, the increase in the number of couples contributing to family income, and, as a result, the increased number of hours devoted to paid work. Therefore, conflict can occur in two directions: family interferes with work or work interferes with family, so much so as to incur a lack of balance between family and work.

This WFC is bi-directional, which means there is mutual involvement. Work appears to have a detrimental effect on family life, and family may have a negative effect on work demands (McNall *et al.*, 2010). In the case of the hotel sector, WFC seems to be an important reason for leaving a workplace. The arguments are long working hours, low job security, irregular hours,

and a low level of flexibility to coordinate the exchange of workdays. Therefore, the hypothesis arises that:

H2b: The greater the perception of work-family conflict, the greater the intention to leave an organization.

The mediator role of OEFs

It appears that employees who are engaged and have a relationship that they perceive as motivating or inspiring with the internal factors of the organization will be less likely to engage in job-seeking behaviors. However, available opportunities may mediate or moderate the relationship between these factors and intentions to leave the organization (Peachey, Burton, & Wells, 2014).

On the other hand, the conflict between work and family is a stress factor because work responsibilities interfere with the family responsibilities of employees, pushing them to devote more time and energy to their work. To respond to this stress, employees choose to either leave or perform poorly in their jobs. Studies have reported that WFC impairs physical and psychological well-being, resulting in lack of appetite, fatigue, decreased life satisfaction, and decreased satisfaction with family life (Blomme *et al.*, 2010b) (Chen *et al.*, 2015) (Haar *et al.*, 2012).

Therefore, it can be argued that OEFs can be factors that, under a social exchange theory perspective, modify the expected characteristics of OIFs, making possible the feeling of dissatisfaction, which in turn increase the intentions of voluntarily leaving (Chen *et al.*, 2015). Thus, it can be expected that:

H3: The OEFs mediate the relation between OIFs and ILs.

Hypothetical model

Employees in an organization require elements to justify their stay or departure. The promises of the organization, family demands, and opportunities available outside the organization may be some of these elements. Employees are influenced by the expectations created by factors, normally seeking that the organizations offer an adequate work environment, satisfaction, and job growth. However, the organization also looks for employees who offer loyalty, performance and other expectations, reason for which the analysis of their relationships from a social exchange perspective is required (Biron & Boon, 2013) (Morales Domínguez, 1978).

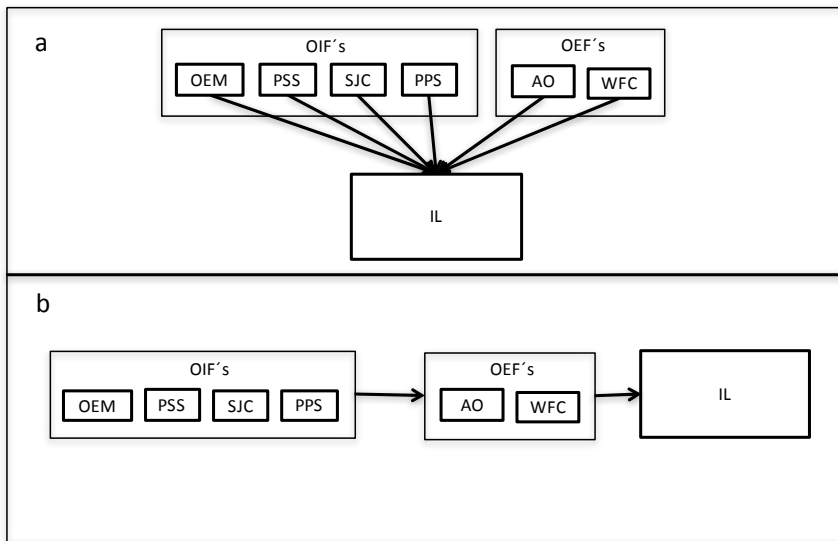


Figure 1. Conceptual model a; Conceptual model b
 Source: Own elaboration

This research aims to discuss the relationship between the OIFs, the OEFs, and the intentions of employees to leave their organizations (IL). Many researchers have studied the OIFs from the concepts of organizational climate or job satisfaction to observe their relationships with IL (Chinomona & Chinomona, 2013) (James & James, 1989) (Chen *et al.*, 2015) (Liu, Cai, Li, Shi, & Fang, 2013). Elements frequently used as OIFs to relate to the intent to leave are spaces and job content (SJC), perceived supervisor support (PSS), perceived peer support (PPS), and organizational extrinsic motivators (OEM). On the other hand, the OEFs are seen by the perceived work-family conflicts (WFC), as well as the available opportunities (AO) in the job market outside the organization. These elements make up a conceptual hypothetical model (Figure 1) of the phenomenon to contrast it with empirical evidence, which reflects the relationship between variables (a) and the hypothesized mediating relationship (b).

Methodology

Sample

Data for this study was collected from 305 people who are employed by hotel companies in Puerto Vallarta, Jalisco, Mexico. The sample was taken from 5-star and grand tourism hotels that included the resort brands Barceló, Gran Mayan, and Dreams. In total, 56% of respondents were male ($n = 171$) and 44% of them were female ($n = 134$). The average age of the respondents is 30, with a minimum age of 17 and a maximum age of 65. The majority of those surveyed had nine years of formal education ($n = 104$), 26% of them had 12 years ($n = 79$), and 23% of them had a professional title ($n = 72$). By area of work, 67 respondents (25%) were from the food and beverage area, 66 (almost 22%) from the room division, 53 respondents were

from maintenance and public areas (17%), 33 from the human resources department (11%), 22 from the call center for sales and reservations (7%), and the remaining 64 (21%) interviewed respondents were part of support activities—such as management and accounting—and the information and communication technology department (ICTs).

Measures

An instrument with 40 reagents on an ordinal scale was used to measure a set of internal and external organizational characteristics that are perceived by members of the organization and affect their behavior. The scale used was a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Reagents were selected to comprise the instrument, including those that were tested and used in the previous literature for each dimension that, due to their translation from English to Spanish, required a test of content validity, which was carried out through the formation of a focus group comprised of 12 experts who served as judges (academics in the areas of occupational psychology and directors of human resources of the hospitality industry in the region) for the evaluation of: a) relevance; b) consistency; c) clarity; and d) sufficiency of the items considered in each dimension. Subsequently, to evaluate the reliability, the instrument was tested with 60 students from the gastronomy and tourism careers, linked to the hotel industry of the region, using the technique called split-halves. The 40 reagents were integrated into the instrument and repeated in mirror form to comprise a total of 80 reagents in the test. Each of the reagents was evaluated with its mirror, with Pearson's 'r' correlation index, and finally Cronbach's alpha was calculated to observe the internal consistency in each dimension. The results showed strong relationships (all above 0.65) and acceptable internal consistency in each dimension.

Space and job content

The SJC was measured with 6 elements that included statements such as: “the workplace facilities are adequate”, “activities are too many or unfair”, “the workplace is clean”, “there is sufficient staff”, “the work areas are decent”, and “the distribution of tasks is equitable”. The 6 reagents exhibited an internal consistency (Cronbach's alpha) of 0.702. Data coding was carried out in such a way that a higher score indicated a more favorable perception of SJC.

Perception of supervisor support

The PSS was measured with 6 reagents that included statements such as: “the supervisor takes care of their employees”, “the employees receive information about the goals”, “the employees receive encouragement and support from their bosses”, “the supervisors promote a job well done”, “information about performance is received”, and “the managers listen to and consider the opinions of the employees”. All 6 reagents showed an internal consistency (Cronbach's alpha) of 0.736. The data coding was carried out in such a way that a higher score indicated a more positive perception of the PSS.

Perceived peer support

The PPS was measured with 6 reagents that included statements such as: “there is communication with peers”, “there is trust among peers”, “it is nice to work with peers”, “peers listen and consider opinions”, “you get support from your peers”, “peers teach others”. The 6 reagents exhibited an internal consistency (Cronbach’s alpha) of 0.652. The data coding was carried out in such a way that a higher score indicated a more positive perceived peer support.

Organizational extrinsic motivators

The OEMs were measured with 6 elements that included statements such as: “there is satisfaction with the salary received”, “the benefits received are of quality”, “the salary is fair”, “the workforce is recognized”, “there are performance and achievement bonuses”. All 6 reagents showed a Cronbach’s alpha of 0.866. The coding indicated that a higher score reflected a more favorable perception of OEMs.

Available opportunities outside the organization

The AO were measured with 6 reagents, which expressed statements such as: “they offer better salaries in other organizations”, “we frequently study job offers in the media”, “we have other activities outside of work”, “the probability of finding a better job is high”, “many workers think about leaving work to study”, and “many workers will leave to start their own business”. All 6 reagents exhibited an internal consistency (Cronbach’s alpha) of 0.710. A higher score was considered to indicate a more favorable perception of AO.

Work-family conflict

The WFC was measured with 3 elements that included statements such as: “feeling empty at the end of the day”, “feeling tired before going to work”, and “feeling that there is no time for family”. All 3 reagents showed an internal consistency (Cronbach’s alpha) of 0.740. A high score indicates the perception of a higher WFC.

Intention to leave the organization

The IL was measured with 7 items that included statements such as: “I would be happy in another job”, “you leave the organization as a result of better opportunities elsewhere”, “there is the intention to leave this job for another”, “you observe a deliberate search for vacancies in other organizations”, “you have the intention to miss work”, “you have the intention to be late for work”, and “you desire to work in another organization”. The 7 reagents showed an internal consistency (Cronbach’s alpha) of 0.831. A high score implies a higher IL.

Statistical analysis

The IBM Statistical Package for Social Science (SPSS, IBM 22.0 software) was used for statistical analysis. Mean scores and Pearson correlations were calculated for all study variables. Independent t-tests of samples were carried out to check for differences in scores between men and women. A multiple linear regression analysis was conducted to assess the impact of the 4 OIFs and the 2 OEFs on IL. To test the mediating effect of the OEFs on the relationship between the OIFs and the IL, summed scales of the OIFs and the OEFs were considered for analysis. The 24 reagents of the four OIFs were combined in a single measurement index, in the same way the nine reagents of the two OEFs were combined. The mediating effect was evaluated under the four stages suggested by Baron & Kenny (1986), demonstrating first the relationship between the independent variable (OIFs) and the dependent variable (IL); secondly the relationship between the independent variable (OIFs) and the mediating variable (OEFs) was tested; and thirdly the relationship between the mediating variable (OEFs) and the dependent variable (IL) was tested. Finally, it is observed whether the relationship between the independent variable (OIFs) and the dependent variable (IL) has been reduced after the mediator variable has been introduced (OEFs).

Results

The means, standard deviations, and bivariate correlations between the study variables are presented in Table 1. The sample of hotel employees reflects a score slightly below the neutral score in SJC ($M = 2.916$), AO ($M = 2.766$), WFC ($M = 2.764$) and IL ($M = 2.215$), and slightly above the neutral rating in OEMs ($M = 3.213$), PSS ($M = 3.250$), and PPS ($M = 3.429$). The t-tests of independent samples revealed no differences between male or female employees and with respect to the study variables. As expected, AO ($r = 0.352$; $p < 0.01$) and WFC ($r = 0.412$; $p < 0.01$) were found to be positively related to IL. The SJC ($r = -0.114$; $p < 0.05$), OEMs ($r = -0.404$; $p < 0.01$), PSS ($r = -0.254$; $p < 0.01$), and PPS ($r = -0.125$; $p < 0.05$) were negatively related to IL.

To test the first hypothesis, a hierarchical linear stepwise regression analysis was performed with IL as the resulting variable, using age and gender as control variables. The regression matrix indicates and corroborates a negative relationship between all OIFs and ILs, thus confirming hypothesis 1. As shown in Table 2, the model included 4 OIFs explaining about 22% of the variance in IL, $F = 4.923$; $p < 0.001$. However, of the 4 OIFs only 2 were found to be significant (OEM $b = -0.346$ $p < 0.001$; SJC $b = -0.174$ $p < 0.01$). Thus, OEMs and SJs emerge as the most influential to explain the ILs, supporting hypotheses 1a and 1d.

Table 1
 Study of the variables, means, standard deviations, and intercorrelations

Study variables	M	SD	1	2	3	4	5	6	7
1 Space and job content (SJC)	2.916	0.6209	-	-	-	-	-	-	-
2 Organizational extrinsic motivators (OEMs)	3.213	0.7565	-0.048	-	-	-	-	-	-
3 Perceived supervisor support (PSS)	3.250	0.7897	$\hat{-}0.307^{**}$	$\hat{0}.530^{**}$	-	-	-	-	-
4 Perceived peer support (PPS)	3.429	0.7082	$\hat{-}0.251^{**}$	$\hat{0}.201^{**}$	$\hat{0}.371^{**}$	-	-	-	-
5 Available opportunities outside the organization (AO)	2.766	0.6299	$\hat{-}0.231^{**}$	-0.076	0.102	0.072	-	-	-
6 Work-family conflict (WFC)	2.764	0.7461	$\hat{-}0.116^{*}$	$\hat{-}0.238^{**}$	$\hat{-}0.161^{**}$	-0.052	$\hat{0}.532^{**}$	-	-
7 Intentions to leave	2.215	0.9108	$\hat{-}0.114^{*}$	$\hat{-}0.404^{**}$	$\hat{-}0.254^{**}$	$\hat{-}0.125^{*}$	$\hat{0}.352^{**}$	$\hat{0}.412^{**}$	-

* The correlation is significant at 0.05 (two lines)

** The correlation is significant at 0.01 (two lines)

Source: Own elaboration.

To test hypothesis 2, the same regression analysis procedure was performed with IL as the resulting variable, though this time considering the OEFs as independent variables and using the same control variables. The regression matrix indicates a positive relationship between all OEFs (WFC, AO) and ILs, thus confirming hypothesis 2. As shown in Table 3, the model included 2 OEFs that explained 21.5% of the variance in IL, $F = 20.522$; $p < 0.01$. The 2 OEFs were found to be significant (WFC $\beta = 0.317$ $p < 0.001$; AO $\beta = 0.177$ $p < 0.01$). Thus, the 2 OEFs proved to be predictors of the intentions to leave, supporting hypotheses 2a and 2b.

Table 2

Hierarchical regression analysis to predict IL with OEM, PSS, SJC, and PPS (n = 305)

Step and variables entered	Step 1	Step 2	Step 3	Step 4	Step 5
1. Age and gender	-0.154**	-0.158**	-0.158**	-0.154**	-0.153**
	-0.024	-0.020	-0.025	-0.034	-0.038
2. OEM	-	-0.405***	0.375***	0.348***	0.346***
3. PSS	-	-	-0.056	-0.122	-0.104
4. SJC	-	-	-	-0.165**	-0.174**
5. PPS	-	-	-	-	-0.060
	-	-	-	-	-
Regression model					
R2	0.023*	0.187***	0.190	0.214**	0.217
R2 change	0.023*	0.164***	0.003	0.024***	0.003

* $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$.

Note: Values of the standardized coefficients (β) of the respective stepwise regression with t significance, except for the R^2 regression model and its changes.

Source: Own elaboration.

Table 3

Hierarchical regression analysis to predict IL using WFC and AO (n = 305)

Step and variables entered	Step 1	Step 2	Step 3
1. Age and gender	-0.154**	-0.145**	-0.142**
	-0.024	-0.024	-0.040
2. WFC	-	0.414***	0.317***
3. AO	-	-	0.177**
Regression model			
R2	0.023*	0.193***	0.215**
R2 change	0.023*	0.170***	0.022

* $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$.

Note: Values of the standardized coefficients (β) of the respective stepwise regression with t significance, except for the R^2 regression model and its changes.

Source: Own elaboration.

Hypothesis 3 was tested by analyzing the mediating effects. To test the mediating effect of the OEFs on the relationship between the OIFs and the ILs, the summed scales of the OIFs components and the OEFs components were used, combining the 33 items to comprise the 2

variables (24 items from OIFs and 9 from OEFs). The mediating effect of the OEFs between the relationship of the OIFs and the ILs was reviewed in 4 stages, as proposed by Baron & Kenny (1986), where the general test for mediation is to demonstrate in the first instance the relationship between the independent variable (OIFs) and the dependent variable (IL), secondly to test the relationship between the predictor variable (OIFs) and the mediating variable (OEFs), and thirdly to test the relationship between the mediating variable (OEFs) and the dependent variable (IL). Finally, note that the relationship between the independent variable (OIFs) and the dependent variable (IL) has been reduced after the mediator variable has been introduced (OEFs).

Table 4

Regression analysis of the mediating effect of the OEFs on the OIFs and IL (n = 305)

Step and variables entered	Step 1 IL	Step 2 OEF's	Step 3 IL	Step 4 IL
1. Constant	5.631	7.260	2.757	3.563
2. OIF's (β)	-0.401***	-0.175***		-0.334***
3. OEF's (β)	-	-	0.435***	0.377***
R ²	0.183***	0.032***	0.213***	0.320***

* P < 0.05; ** P < 0.01; *** P < 0.001.

Note: Values of the standardized coefficients (β) of the respective regression and the R² regression model.

Source: Own elaboration.

Table 4 shows the results of the mediation analysis. First, the relationship between the independent variable (OIFs) and the dependent variable (IL) was examined using linear regression analysis. Just over 18% of the IL variance is explained by OIFs, and the regression coefficient of OIFs was significant ($\beta = -0.401$; $p < 0.001$) giving greater support to hypothesis 1. Subsequently, the same analysis was carried out to evaluate the relationship between the independent variable (OIFs) and the mediating variable (OEFs), with the result that 3.2% of the variance of the OEFs is explained by the OIFs, and these showed a $\beta = -0.175$; $p < 0.001$. As a third step, the regression analysis between IL and OEFs was carried out, finding that 21.3% of the variance of IL was explained by the OEFs and the result of the regression coefficient was significant ($\beta = 0.435$; $p < 0.001$), thus corroborating hypothesis 2. Finally, the relationships between the independent variable (OIFs) and the dependent variable (IL) were examined after the mediator variable (OEFs) had been introduced in a hierarchical linear stepwise regression process. The coefficient (β) of the OIFs suffered a decrease ($\beta = -0.334$; $p < 0.001$) after OEFs was considered in the equation, as can be seen graphically in Figure 2. The results indicate that OEFs have a partial mediating effect on the relationship between the OIFs and IL, thus hypothesis 3, which argues for this relationship, is proven.

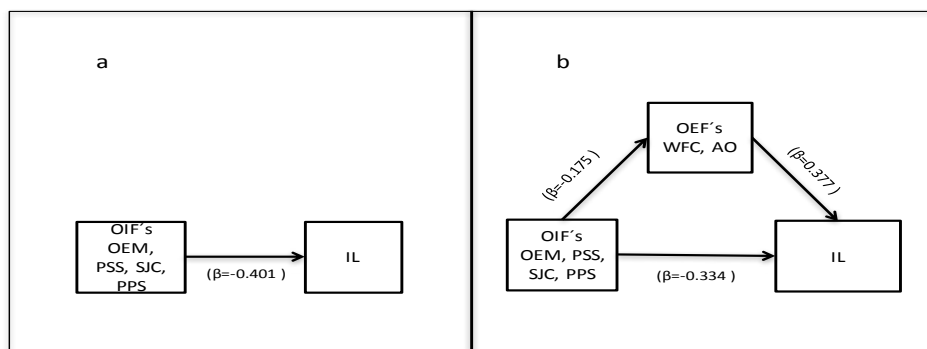


Figure 2. Regression model a; Regression model b
 Source: Own elaboration.

Discussion and conclusions

To understand the different factors that affect staff turnover decisions, it is important to consider the full range of mechanisms by which organizational factors act on the intentions to leave. Significant efforts have been made by previous researchers to develop a more complete picture of the OEFs-rotation and OIFs-rotation models, and many of these efforts have focused on identifying possible mediators between the relationship of the binomial OIFs-intention to leave. For example, the study by Dawley *et al.* (2010) suggests that the effects of POS (perceived organizational support) on staff turnover are mediated by self-sacrifice and job adaptation. Blomme *et al.* (2010a) propose that the influence of the psychological contract and the intentions to leave are mediated by emotional engagement; both examples used OIFs.

Recent results suggest that the conflict between family and work may influence as a moderator of the relationship between the work-family conflict and intentions to leave (Haar *et al.*, 2012). It has also been identified that work-family enrichment (such as an OEF) has functioned as a mediator in the relationship between flexible working conditions and intentions to leave (McNall *et al.*, 2010).

The main objective of this study was to extend the previous research on the phenomenon of voluntary staff rotation, from the intentionality of leaving work, examining the mediating role of variables external to the organization (work-family conflict and available opportunities outside the organization) in the relationship between OIFs (OEM, PSS, PPS, and SJC) and intentions to leave. In line with the previous literature, our results confirm that the OIFs analyzed are negatively related to IL, and that specifically the OEMs, PSS, and SJC have a greater influence on this results variable. In addition, evidence was found suggesting that OEFs (WFC and AO) have a mediating role in the above relationship. No published research has examined the relationship between OIFs and OEFs in the context of intentions to leave in an integrated manner. Empirical evidence suggests that satisfaction with OIFs may be diminished when OEFs are perceived to a greater extent as influencing the intentionality of people to leave their current jobs. Therefore, given that the OEFs mediate the relationship between the OIFs and IL, it could be said that in order to decrease the intention to leave an organization, then the

satisfaction of the OIFs ought to be considered, especially given that their appreciation may change if the OEFs emerge in the case of individuals.

Another important finding is that the WFC can increase AO. This was corroborated, and no evidence was found from previous studies that would suggest this relationship. It was also found that higher AO leads to higher WFC. These results suggest a strong positive association between these OEFs, although more research is needed to confirm (or refute) these results.

As with other empirical studies, it is recognized that this one has its limitations. The first limitation of this, or any other model of equations using regression, is that of causality. This limitation is based on the fact that the variables increase or decrease following the same patterns, but this does not necessarily imply that one causes the other. However, the evidence to date supports the model found. The second limitation of the study is that the sample is limited to hospitality organizations, and caution is advised with regard to the generalization of results in other contexts. It should be noted that our sample consisted of employees who were interviewed during working hours and, therefore, the results must be interpreted in this context. Future research should seek to replicate this study with data from other types of organizations to solidify the results of this study. Future research could also focus on social comparisons and their dimensions as other possible mediators of the OIFs-intention to leave relationship. In the study by Eddleston (2009), the author found that this has an impact on managers.

Finally, these results suggest that organizations should consider adopting measures that promote increased employee perception of supervisor support through mechanisms that enrich family relationships and take the necessary measures to increase satisfaction with organizational motivators and improve work areas, which could reduce potential labor conflicts by reducing the intention to seek external alternatives and, therefore, the intentions to leave the organization.

References

- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology* (51), 1173-1182. <http://dx.doi.org/10.1037/0022-3514.51.6.1173>
- Biron, M., & Boon, C. (2013). Performance and turnover intentions: a social exchange perspective. *Journal of Managerial Psychology*, 28 (5), 511-531. <https://doi.org/10.1108/JMP-09-2011-0054>
- Blomme, R. J., Rheede, A. V., & Tromp, D. M. (2010b). Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research*, 10 (4), 269-285. <https://doi.org/10.1057/thr.2010.15>
- Blomme, R. J., Rheede, A. V., & Tromp, D. M. (2010a). The use of the psychological contract to explain turnover intentions in the hospitality industry: a research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21 (1), 144-162. <http://dx.doi.org/10.1080/09585190903466954>
- Calo, T. J. (2008). Talent Management in the Era of the Aging Workforce: The Critical Role of Knowledge Transfer. *Public Personnel Management*, 37 (4), 403-416. <https://doi.org/10.1177/009102600803700403>
- Chen, I.-H., Brown, R., Bowers, B. J., & Chang, W.-Y. (2015). Work-to-family conflict as a mediator of the relationship between job satisfaction and turnover intention. *Journal of advanced nursing*, 71 (10), 2350-2363. <http://dx.doi.org/10.1111/jan.12706>
- Cheng, Y., & Waldenberger, F. (2013). Does training affect individuals' turnover intention? Evidence from China. *Journal of Chinese Human Resource*, 4 (1), 16-38. <https://doi.org/10.1108/JCHRM-10-2012-0024>

- Chinomona, R., & Chinomona, E. (2013). The influence of employees' perceptions of organizational politics on turnover intentions in Zimbabwe's SME sector. *South African Journal of Business Management*, 44 (2), 57-67. <https://doi.org/10.4102/sajbm.v44i2.156>
- Dawley, D., Houghton, J. D., & Bucklew, N. S. (2010). Perceived Organizational Support and Turnover Intention: The Mediating Effects of Personal Sacrifice and Job Fit. *The Journal of Social Psychology*, 150 (3), 238-257. <http://dx.doi.org/10.1080/00224540903365463>
- Denvir, A., & McMahon, F. (1992). Labour turnover in London hotels and the cost effectiveness of preventative measures. *International Journal of Hospitality Management*, 11 (2), 143-154. [http://dx.doi.org/10.1016/0278-4319\(92\)90007-1](http://dx.doi.org/10.1016/0278-4319(92)90007-1)
- Eddleston, K. A. (2009). The effects of social comparisons on managerial career satisfaction and turnover intentions. *Career Development International*, 14 (1), 87-110. <https://doi.org/10.1108/13620430910933592>
- Ertas, Nevbahar (2015). Turnover intentions and work motivations of millennials employees in federal service. *Public Personnel Management*, 44 (3), 401-423. <http://dx.doi.org/10.1177/0091026015588193>
- Haar, J. M., Roche, M., & Taylor, D. (2012). Work-family conflict and turnover intentions of indigenous employees: the importance of the whanau/family for Maori. *The International Journal of Human Resource Management*, 23 (12), 2546-2560. <http://dx.doi.org/10.1080/09585192.2011.610344>
- James, L. A., & James, L. R. (1989). Integrating work environment perceptions: Explorations into the measurement of meaning. *Journal of Applied Psychology* (74), 739-751. <https://doi.org/10.1037/0021-9010.74.5.739>
- Lai, L., & Kapstad, J. C. (2009). Perceived competence mobilization: an explorative study of predictors and impact on turnover intentions. *The International Journal of Human Resource Management*, 20 (9), 1985-1998. <http://dx.doi.org/10.1080/09585190903142423>
- Li, Y., & Jones, C. B. (2012). A literature review of nursing turnover costs. *Journal of nursing management* (21), 405-418. <http://dx.doi.org/10.1111/j.1365-2834.2012.01411.x>
- Liu, Z., Cai, Z., Li, J., Shi, S., & Fang, Y. (2013). Leadership style and employee turnover intentions: a social identity perspective. *Career Development International*, 18 (3), 305-324. <https://doi.org/10.1108/CDI-09-2012-0087>
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2010). Flexible Work Arrangements, Job Satisfaction, and Turnover Intentions: The Mediating Role of Work-to-Family Enrichment. *The Journal of Psychology*, 144 (1), 61-81. <http://dx.doi.org/10.1080/00223980903356073>
- Morales Domínguez, J. F. (1978). La teoría del intercambio social desde la perspectiva de Blau. *Revista Española de investigaciones sociológicas* (4), 129-146. <https://doi.org/10.2307/40182727>
- Munck, Bill (2001). Changing a culture of face time. *Harvard Business Review* Novembre (79), 125-131. Disponible en <https://hbr.org/2001/11/changing-a-culture-of-face-time> y consultado:17/10/2017
- Münderlein, M., Ybema, J. F., & Koster, F. (2013). Happily ever after? Explaining turnover and retirement intentions of older workers in The Netherlands. *Career Development International*, 18 (6), 548-568. <https://doi.org/10.1108/CDI-01-2013-0004>
- Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., et al. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26 (4), 379-408. <http://dx.doi.org/10.1002/job.312>
- Peachey, J. W., Burton, L. J., & Wells, J. E. (2014). Examining the influence of transformational leadership, organizational commitment, job embeddedness, and job search behaviors on turnover intentions in intercollegiate athletics. *Leadership & Organization Development Journal*, 35 (8), 740-755. <http://dx.doi.org/10.1108/LODJ-10-2012-0128>
- Pizam, A., & Thornburg, S. W. (2000). Absenteeism and voluntary turnover in Central Florida hotels: a pilot study. *International Journal of Hospitality Management*, 19 (2), 211-217. [http://dx.doi.org/10.1016/S0278-4319\(00\)00011-6](http://dx.doi.org/10.1016/S0278-4319(00)00011-6)
- Regts, G., & Molleman, E. (2012). To leave or not to leave: When receiving interpersonal citizenship behavior influences an employee's turnover intention. *Human relations The Tavistock Institute*, 66 (193), 192-218. <http://dx.doi.org/10.1177/0018726712454311>

- Stahl, G. K., Chua , C. H., Caligiuri, P., Cerdin, J.-L., & Taniguchi, M. (2009). Predictors of Turnover Intentions in Learning-Driven and Demand-Driven International Assignments: The role of repatriation Concerns, Satisfaction With Company support, And Perceived Career Advancement Opportunities. *Human Resource Management* , 48 (1), 89-109. <http://dx.doi.org/10.1002/hrm.20268>
- Staufenbiel, T., & König , C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism . *Journal of Occupational and Organizational Psychology* (83). <http://dx.doi.org/10.1348/096317908X401912>
- Yang , J., Gong , Y., & Huo , Y. (2011). Proactive personality, social capital, helping, and turnover intentions . *Journal of Managerial Psychology* , 26 (8), 739-760. <https://doi.org/10.1108/02683941111181806>
- Zimmerman , R. D., & Darnold , T. C. (2009). The impact of job performance on employee turnover intentions and the voluntary turnover process. A meta-analysis and path model . *Personnel Review* , 38 (2), 142-158. <https://doi.org/10.1108/00483480910931316>