INVESTIGATING THE ROLE OF ENTREPRENEURIAL ATTRIBUTES AND THE MODERATING EFFECTS OF JOB-HOPPING ATTITUDE ON INTENTION TO LEAVE AMONG HOTEL EMPLOYEES

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Abstract:

This study explores how entrepreneurial attributes, influence hotel employees' intention to leave their current jobs. Additionally, the moderating effect of job-hopping attitude on this relationship is examined. Using a sample of hotel employees, the study employs quantitative methods to assess these relationships. Findings provide insights for hotel management seeking to reduce turnover by understanding the internal characteristics that drive employee retention decisions.

Keywords:

Entrepreneurial Attributes, Job-Hopping Attitude, Intention to Leave, Hotel Employees, Employee Turnover

Introduction

Employee turnover is a persistent challenge in the hospitality industry, often disrupting service quality and increasing operational costs (Smith & Lee, 2022). Understanding the psychological and behavioural factors influencing employees' intention to leave is essential for improving retention strategies. Previous research has emphasized external factors such as social pressure and perceived job availability (Johnson et al., 2020). However, individual entrepreneurial characteristics may also play a significant role in turnover intentions, especially in dynamic industries like hospitality where employees may consider entrepreneurship as an alternative career path (Kim & Park, 2023). Employee turnover in Malaysia has continued to increase, rising from 16.5% in 2022 to 17.5% in 2023, with indications of a sustained upward trend in 2024. This growing turnover rate poses significant challenges to talent retention, ultimately threatening organisational sustainability and hindering business growth due to a shortage of skilled personnel. Elevated turnover not only reduces overall productivity but also escalates costs related to recruitment, training, and onboarding of new employees. To address this issue, organisations must proactively monitor turnover trends, identify root causes, and implement targeted retention strategies aimed at strengthening employee commitment and ensuring workforce stability (Mancini, 2024).

Furthermore, high turnover rates reflect broader organisational concerns, including recruitment strategies, the effectiveness of employee management, and the prevailing workplace culture (Shweta & Main, 2022). During the height of the pandemic, the hospitality industry was one of the most severely affected sectors (Rodrigues,2020 and Salem 2021). To address this issue, organisations must proactively monitor turnover trends, identify root causes, and implement targeted retention strategies aimed at strengthening employee commitment and ensuring workforce stability (Mancini, 2024).

According to social cognitive career theory (Zhu et al., 2021), an employee's commitment to their career significantly influences their intention to exit an organization (Lin, 2020). Employees might consider leaving if they perceive a lack of advancement opportunities within their current role or are poised to actualize their entrepreneurial ambitions (Ye et al.,2021). While considerable research has focused on the nexus between entrepreneurship education, entrepreneurial intent and behaviour, less attention has been paid to how such education impacts the career decisions of individuals in established firms. The goal of this study is to shed new lights on the long-term relationship between entrepreneurial education and individuals' entrepreneurial aspirations, commitment to the current careers and their intentions to leave the current jobs to start their own businesses. Essentially, this paper offers a comparative analysis of the career paths of employees who have participated in mandatory entrepreneurship education versus those who have not, shedding light on how such education can fundamentally alter job transition dynamics.

Problem Statement

Tourism holds significant importance in Malaysia, contributing 6.7 percent to its GDP in 2019. However, due to the impact of pandemic, this contribution dropped to 2 percent in 2020. Malaysia generated approximately 3.39 billion US Dollars from the tourism sector. Besides that, tourism being a major employment sector, the country recorded four million tourists in 2020, ranking 40th globally in term of absolute numbers (Statista, 2021). In addition, Malaysian cities are among the top 100 most popular destinations worldwide, with Kuala Lumpur securing the 10th spot in 2019 with 14.07 million tourists (Worldwide,2021). Thereby,

the hotel plays a crucial role in supporting tourism by providing accommodation to travellers and tourists.

However, it is concerning to observe that Malaysia has the second highest involuntary turnover rate and third largest turnover rate in southeast Asia at 6% and 9.5% respectively (Fatin et al,2020). In developing countries like Malaysia, employee turnover intention has become a pressing issue (Munir & Tobi, 2020). Over the past decade, retaining skilled employees has emerged as a significant challenge for organizations, especially as demand for talent has increased (Chakravarti & Chakraborty, 2020). Alarmingly, approximately 36% of employees in Malaysia were likely to leave their organizations within two years. Media reports highlight the severity of this issue, indicating a high turnover ratio, with around 150,000 employees losing their jobs during the pandemic due to the financial crisis and lockdown measures (Ibrahim et al., 2021).

The hospitality industry in Korea has suffered huge losses due to the drop in demand from overseas tourists that occurred due to the current covid19 outbreak. In addition, this is also due to them having to comply with policy measures such as social distancing (Lee,2023). Customer service within hotel companies suffers long-term damage as companies shift to a performance-based payroll system of annual salaries and salary distributions by seniority (Antonia,2021). In the case of South Korea, the entry of foreigners into the country was restricted in response to COVID-19, and the demand for domestic travel also dropped significantly, causing a serious management crisis in hotels. Job uncertainty in this industry poses an immediate threat to the performance and viability of the organization as an unprecedented situation that requires the hospitality industry to find various solutions (Carnevale and Hatak, 2020). As reported by Randstad (2022), 30% of Malaysians would have changed jobs by June 2022, with salary and benefits playing a crucial role in this trend. This claim was then supported by Chung (2023), a salary survey indicating that 60% of employers in Malaysia might struggle to retain their top talent, which implies a potential turnover issue. In the year 2019, the manufacturing sector experienced a high turnover rate of 24%, making it the highest contributor in this country (Kin et al., 2022).

The industries with the least (and most) loyal employees

Rank	Industry	Average annual income ($)	Median years of tenure with current employer (as of 2024)	Total number of job hoppers (number in thousands)	% of job hoppers
1	Hospitality & food services	36,050	2.1	10,978	34.01%
2	Arts, entertainment & recreation	39,729	2.7	1,856	26.29%
3	Wholesale & retail trade	65,725	3.1	4,959	25.06%
4	Publishing & media	71,646	3.9	284	21.35%

Figure 1: Ranking 40th Globally In Term Of Absolute Numbers (Statista, 2021).

Literature Review

Entrepreneurial Attributes
Entrepreneurial attributes refer to a set of personal traits or psychological tendencies that influence how individuals perceive opportunities, take risks, and exert effort toward goal achievement (Liguori et al., 2021). In the context of organizational behaviour, these attributes are increasingly studied as predictors of proactive career moves, such as job switching or entrepreneurial exit intentions.

Entrepreneurial traits can thus act as internal push factors. Unlike external triggers such as poor working conditions or low pay, these internal traits influence how individuals respond to both challenges and opportunities. In particular, employees with high ESE or risk-taking propensity may view leaving as an opportunity for personal or professional growth, rather than a reaction to dissatisfaction (Liu & Chen, 2023).

Job-Hopping Attitude
Job-hopping attitude reflects an employee's general openness or willingness to change jobs frequently in pursuit of better opportunities or personal fulfilment (Garcia et al., 2024). While traditionally seen as a negative trait associated with disloyalty or lack of commitment, recent research suggests that in younger generations especially Millennials and Gen Z job-hopping is perceived as a strategic career behaviour (Ng et al., 2022).

This shift in perception has implications for how internal attributes like ESE or risk-taking influence turnover. For instance, a highly self-efficacious employee might not necessarily intend to leave unless they also hold a favourable attitude toward job-hopping. In contrast, a person who values stability may suppress their entrepreneurial instincts in favour of job security.

Therefore, job-hopping attitude can be seen as a moderator, altering the strength or direction of the relationship between entrepreneurial traits and intention to leave. This is supported by person-environment fit theory, which suggests that when personal values (e.g., risk-taking, independence) are not aligned with organizational culture, employees are more likely to leave (Kristof-Brown et al., 2021).

Intention to Leave
Understanding psychological drivers, including entrepreneurial attributes, enhances the predictive accuracy of turnover models. The hospitality industry is characterized by high turnover rates globally, attributed to long working hours, emotional labour, limited career growth, and seasonal employment patterns (Cheng & Chan, 2022). Intention to leave defined as an individual's conscious plan to voluntarily leave their job in the near future has been widely studied as a precursor to actual turnover (Allen et al., 2022).

Traditionally, models of turnover intention have focused on external factors such as job satisfaction, work-life balance, or pay (Lam & Zhang, 2021). However, recent studies emphasize the growing importance of internal motivational factors such as entrepreneurial drive, autonomy needs, and innovation desire (Wong et al., 2023).

Employees in hotels may view their current roles as stepping stones toward launching their own ventures or exploring alternative industries. Entrepreneurial traits can amplify this tendency, especially when employees believe their current job does not fulfil their growth

aspirations. The integration of psychological constructs like self-efficacy and risk-taking into turnover models provides a richer, more holistic understanding of why employees choose to leave especially in modern workforces where career paths are nonlinear and self-directed (Spurk & Hirschi, 2022).

Underpinning Theory

This study will utilize the Theory of Planned Behaviour (TPB), which has proven effective in explaining consumer behavioural intentions. The TPB is widely recognized as a strong framework for understanding human behaviour, particularly in environmental contexts. The model includes three key psychological components: attitude, subjective norm, and perceived behavioural control (PBC). Attitude refers to an individual's favourable feelings toward a specific behaviour, while subjective norm reflects the influence of significant others on decision-making (Ajzen, 1991; Yarimoglu and Gunay, 2020). The TPB has served as a theoretical foundation for research on pro-environmental behaviours and energy conservation (Canova and Manganelli, 2020). Originally proposed by Ajzen (1985), the TPB posits that most human actions stem from an individual's intention to engage in a behaviour and their ability to make informed decisions about it. The TPB is considered an effective model for assessing and understanding human behaviour (Ogiemwonyi, 2022). According to Ajzen (1991), an individual's attitude, perceived behavioural control, and subjective norms can predict their intention to act in a certain way. Furthermore, perceived behavioural control, when combined with intention, ultimately leads to actual behaviour (Ogiemwonyi & Harun, 2021).

The Theory of Planned Behavior (TPB) has been effectively applied to various behaviors, including dieting (Biasini et al., 2021), which often require significant effort and provide delayed benefits—traits that are also relevant to retirement planning. In this study, we will use a revised version of the TPB that incorporates behavioral norms alongside subjective norms, attitudes, and perceived behavioral control (PBC) as predictors of behavior. According to the TPB, intentions to engage in a behavior are shaped by three key variables. The first is attitude, which reflects an individual's overall evaluation of the behavior. The second is subjective norm, encompassing a person's beliefs about whether significant others think they should engage in that behavior. The third variable, PBC, measures the extent to which individuals feel they have control over performing the behavior. Ajzen (1991) provided empirical evidence that PBC significantly enhances predictions of both intentions and actual behavior. This evidence supports the TPB as a valuable framework for understanding and predicting behaviors, including job-hopping behavior.

In the Theory of Planned Behavior (TPB), intention is viewed as the direct precursor to behavior, shaped by three main components: attitude toward the behavior, perceived social pressure or subjective norms, and perceived behavioral control. A substantial body of empirical research in tourism has demonstrated that the TPB effectively predicts tourist behavior across various contexts (Ashraff, 2020). However, the TPB does have its limitations; it does not account for certain important variables, such as the motivations driving employees to engage in job hopping and other perceptual factors that may influence their behavior.

Attitude is defined as "the degree to which a person has a favorable or unfavorable evaluation or appraisal of a specific behavior" (Foon, 2020). In consumer research, it is viewed as a lasting, one-dimensional evaluation of a product or brand that can drive purchasing behavior (Abraham, 2022). According to the "principle of compatibility" (Zhang, 2021), attitudes are predictors of behavior. Ajzen and Fishbein (Mahardika, 2020) describe attitude as a

predisposition to respond favorably or unfavorably to a psychological object. They argue that attitudes can predict and explain human behavior through behavioral intentions: positive attitudes tend to encourage approach behaviors, while negative attitudes are likely to foster avoidance behaviors. In the context of employee turnover, attitudes significantly impact the intention to leave (Wu, 2023). Applying this insight to consumer behavior studies, attitudes and beliefs also play a crucial role in turnover intentions, influencing job-hopping behavior.

Subjective norms refer to beliefs about the expectations of others that create perceived social pressure on individuals to behave in certain ways (Foon, 2020). This concept is commonly addressed in studies utilizing the Theory of Planned Behavior (TPB), including those focused on job-hopping behavior. Subjective norms can significantly influence individuals' decisions and actions by shaping their perceptions of what is socially acceptable or expected in their environment.

Perceived behavioral control refers to individuals' perceptions of how easy or difficult it is to perform a specific behavior (Giliberto, 2023). This factor plays a crucial role in facilitating or hindering the achievement of behavioral goals. Numerous studies support the notion that behavioral intention arises from a combination of attitude toward the behavior, subjective norms, and perceived behavioral control (Ajzen, 2023). According to the TPB, when a person has a favorable attitude toward a behavior, positive subjective norms, and a strong sense of perceived behavioral control, their intention to engage in that behavior becomes significantly stronger (Sun, 2020).

Methodology

Research Design
When conducting academic research, researchers typically choose among three fundamental methodologies: qualitative, quantitative, or mixed methods (Ramos, 2022). For this study, the researcher opted for a quantitative approach. This involves collecting and analyzing numerical data to draw conclusions about the relationships between variables and predictors (Robinson, 2020). Quantitative researchers utilize measurements of frequency, intensity, or quantity to develop general concepts and explain differences across groups based on specific outcomes. This method is particularly effective when examining the relationships between variables and the effects of predictors (Ramos, 2022). The objective of this quantitative study was to gather measurable data to assess the relationships between various variables, making it the most appropriate method for this research (Pugh, 2020). Specifically, the study aimed to explore how employee perceptions of work experience, supervisory practices, and compensation relate to employee turnover in the hospitality industry. A quantitative approach is suitable for this investigation, as it allows for data collection that can lead to inferences about a larger population with similar demographics based on the sample group (Abdou et al., 2022).

This study uses quantitative method to measure factor that involve in job hopping phenomena. Quantitative research aims to quantify problems by generating numerical data or data that can be converted into usable statistics. It is utilized to measure attitudes, opinions, behaviors, and other defined variables, allowing researchers to generalize findings from a larger sample population. This approach relies on measurable data to establish facts and identify patterns in research. Additionally, quantitative data collection methods are typically more structured compared to qualitative methods. Quantitative data collection methods include various forms of surveys – online surveys, paper surveys, mobile surveys and kiosk surveys. Quantitative

involves the use of numerical numbers and statistical analysis to study a phenomenon (Wu,2022). In addition, quantitative also give attention to the measurement and observation, which enables data collected by, instruments that set. Thus, it is able to produce statistical data. This is to gather knowledge and new ideas for the use of quantitative research in future. On the other hand, quantitative focuses on measurement and observation. So, the data collected should be based on instruments and be able to produce statistical data (Ulrich,2022).

Sampling Design

In this present study, the researcher used non-probability sampling technique, snowball sampling as the sampling method to fulfil the research objectives in this research. Non-probability sampling technique known as the process for the study does not give all the respondents in the population an equal chance of being selected due to restriction of time and money (Team,2022). According to past studies, snowball sampling is one of the elements of the non-probability sampling technique and it is suitable to find potential respondents when it is harder for the researcher to define the respondents (Yoon,2021).

This empirical research is developed to study the determinants of hospitality industry job-hoppers by using theory The Planned Behaviour (TPB) to measure the extent of job-hopping. Due to a lack of readily available information, data collection was conducted using a questionnaire developed for the purposes of this study. E-mails were sent with a link to an internet-based survey site that hosted the anonymous survey. The respondents were mainly reached through social network sites. In order to enhance the probability of response, some companies were contacted directly and asked to participate in the survey. The human resource department of the participating companies encouraged its employees to fill in the survey. In order to obtain the largest possible sample, a strategy of snowball sampling was employed. Snowball sampling method is able to help the researcher to identify potential respondents through a suggestion from initial respondents after the observation process. Firstly, the link on the questionnaire in this study was shared through Facebook and WhatsApp to collect the responses. Besides that, the researcher required friends, colleagues, and family members to share the online questionnaire link to identify potential respondents through Facebook and WhatsApp. Moreover, this survey study was carried out by getting responses from the employee who working at variety hotel in Malaysia to identify factor of job-hopping among hospitality industry. Therefore, snowball sampling can help the researcher to identify similar traits from respondents through the assistance from initial respondents.

Data Analysis

The primary data source for this study consists of raw data collected from semi-structured interviews, supplemented by secondary data as an auxiliary resource. To ensure the quality of the primary data, basic demographic information about the respondents was gathered, including job title, department, marital status, age, and gender. This helps to validate the authenticity of the participants' voices. Additionally, a self-critical approach was taken to recognize any biases in the selection of interviewees (Rme, 2020). Secondary data sources were utilized to enhance the current literature, drawing from empirical articles and scientific research, as well as reputable websites, including government sites and those with large user bases. It's crucial to ensure the universality of these data sources; while they may include opinions and biases, they can also contain underlying facts that contribute to the applicability of the research findings. (Bhandari, 2022). Statistical Package for the Social Sciences (SPSS) was used to analyze data. Descriptive statistics such as frequencies, means, and standard deviations were calculated for all dimensions and statements. Means of the factors turnover intention to leave were calculated

by taking the average means of the items of each factor. The same procedure was taken to obtain the mean for turnover intention. However, the two negatively-stated items of turnover intention were reverse-coded prior to data analysis. Cronbach's alpha was also computed to ensure reliability of all measurement scales.

Conclusion

This study investigating the role of Entrepreneurial attributes and the moderating effects of job-hopping attitude on turnover intention of hotel employees. This study carried out under quantitative approach and 360 data were gathered from hotel employees in Malaysia. SPSS software becomes a medium to transit raw data into meaningful result.

This study contributes to the growing body of research on employee turnover by highlighting the significant role that entrepreneurial attributes, specifically entrepreneurial self-efficacy and risk-taking propensity, play in shaping hotel employees' intention to leave their current positions. By integrating the moderating effect of job-hopping attitude, the research provides a nuanced understanding of how internal psychological traits interact with individual predispositions toward job mobility, ultimately influencing turnover intentions.

There are several limitations found in the study after the researcher has interpreted the results of this study. Firstly, this study only focuses on any hotel employees in Malaysia. As this study was conducted among employees in all hotel, the results may not be specific in chosen hotel. This paper is necessarily a pilot study and using snowball sampling for this study due to the smallness of the sample. In addition, the researcher using quantitative methods that could not obtain the complete background information of turnover culture and communication problem from all hotels. The number of employees who participate in this study was not consistent from one hotel to another. Thus, it limits explaining the research findings when comparing the hotels. Lastly is the researcher using only one theory in this study.

The findings suggest that employees who possess strong entrepreneurial characteristics are more likely to consider leaving their jobs, especially when they have a positive attitude toward job-hopping. This highlights the importance for hotel managers and human resource practitioners to recognize the entrepreneurial mindset within their workforce—not only as a potential driver of turnover but also as an opportunity for organizational growth if properly nurtured.

Other than that, the researcher should use both research mode which is quantitative and qualitative methods to get more information from human resources. Researchers can also conduct qualitative studies to investigate each of the items in this factor. The results will be valuable for hotel managers as they would know elements of intention to leave that can be improved and which to pay attention to in employee training. We also suggest that future research could expand our analysis by interviewing job-hoppers in order to gain a better understanding of why they tend to intention to leave and how age is associated with job hopping. Further research should aim to address these questions with larger samples and multiple data sources across various industries. The current findings need to be interpreted cautiously due to the small sample sizes, which may skew estimated coefficients and contribute to an apparent lack of significance. A larger sample size could provide sufficient statistical power to detect genuinely existing effects. Moreover, the potential for social desirability bias is a concern, particularly with single-source, self-reported data. Employees who feel frustrated or thwarted might misrepresent their attitudes, adjusting their responses to align with what they

perceive as more acceptable. To mitigate these issues, future studies could employ multi-wave analyses with larger samples or incorporate third-party assessments of performance to provide a more objective measure. This approach would enhance the reliability and validity of the findings, offering deeper insights into employee attitudes and turnover intentions.

Finally, this study lays the groundwork for future research to explore other entrepreneurial traits and contextual factors influencing turnover intention in hospitality and beyond. Longitudinal studies could also investigate how these relationships evolve over time, offering deeper insights into retention dynamics in a rapidly changing labour market.

In conclusion, acknowledging and managing entrepreneurial attributes in employees is critical for sustaining talent and maintaining competitive advantage in the hotel industry.

Acknowledgement

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