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EXPLORING THE PREDICTIVE ROLE OF TURNOVER INTENTIONS ON EMPLOYEE TERMINATION IN HOTELS THROUGH IMPORTANT-PERFORMANCE ANALYSIS

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Abstract:

This study aims to examine the influence of self-efficacy, locus of control, and networking skills on Turnover Job Intentions among hotel employee in Malaysia. The theories used are the Theory of Planned Behavior (TPB) and Herzberg's Two-Factor Theory as the conceptual basis. This study uses a quantitative method with a questionnaire distributed to 360 respondents which is analysed using Smart PLS-SEM to measure Important-Performance for each independent variable. The findings show that self-efficacy and locus of control have a significant positive relationship with job transfer intentions, while networking skills are not significant. Limitations of the study include a cross-sectional design that limits causal inference, data collection in Malaysia that limits generalizability, and the potential for common method bias. Suggestions for future research include conducting longitudinal studies, comparing across countries, adding variables such as job satisfaction and leadership style, and using a mixed methods approach for a deeper understanding of psychological and social factors.

Keywords:

Self-Efficacy, Locus of Control, Networking Skills, Job Transfer Intentions, Hotel Employee

Introduction

The hotel industry is a vital segment within the rapidly growing tourism sector, which has significantly enhanced its global standing. This industry is also highly people-oriented and makes a substantial contribution to the economy, especially in Malaysia (Lestari & Margaretha, 2021). A critical challenge confronting this sector is employee turnover, which can negatively impact organizational performance if not managed effectively. The hotel industry is often characterized by low wages, poor working conditions, and limited job security, all of which contribute to high employee turnover (Djajasinga et al., 2021). Therefore, the issue of job transfers and high layoff rates in the hotel industry needs to be given serious attention so that the sustainability and competitiveness of this sector can be maintained in the long term.

The hotel industry faces critical challenges related to high attrition rates among its employees, which directly affects the continuity of operations and organizational performance. The annual turnover rate is estimated to be about 74%, which is nearly five times greater than the typical 12%–15% turnover seen in other sectors (Giri & Dhungana, 2024). Meanwhile, Bhakat (2023) stated that annual turnover rates in the hospitality sector continue to range from 30% to over 100%, far surpassing those seen in other industries. This situation shows that the rate of job termination in the hotel industry is at an alarming level and requires immediate attention through in-depth studies to identify the factors that trigger Turnover Job Intentions as an early indicator of termination actions.

Employee turnover represents a critical challenge for the global hospitality industry, particularly within the hotel sector (Ismail & Salama, 2022). A turnover rate of 10% or less is generally considered healthy and unlikely to negatively affect an organization (Rajpurohit, 2024). However, the hospitality industry reports significantly higher turnover rates, ranging from 60% to as high as 300% globally. In contrast, the manufacturing sector experiences a considerably lower turnover rate, estimated at around 34%. High turnover rates contribute to three major organisational challenges which are escalating operational costs, disruption of organisational efficiency, and increased stress levels among the remaining workforce (Lei et al., 2021).

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. Employee turnover is driven by a range of factors, including job dissatisfaction, disengagement, ineffective leadership, a toxic workplace culture, limited career advancement opportunities, inflexible work arrangements, and insufficient compensation Key elements shaping job satisfaction include opportunities for career progression, equitable remuneration, work-life balance, organisational commitment, and recognition or promotion prospects. To effectively address turnover, conducting exit interviews can offer human resource managers critical insights into employees' reasons for departure, thereby supporting the development of more strategic and targeted retention initiatives (Milakh, 2024; P Hameem Khan et al., 2022). A deep understanding of the causes of job terminations and the factors that influence job satisfaction is important for designing more effective employee retention strategies. This can reduce turnover rates in the long term.

According to previous research of Shrestha and Thapa (2023) stated that employee turnover within Kathmandu's hotel sector has been shown to greatly influence organizational performance. Studies reveal that higher turnover rates are linked to reduced operational efficiency and diminished quality of hotel services, indicating a negative relationship between staff turnover and overall organizational effectiveness. Employee turnover among hotel staff is influenced by job stress and job insecurity, both of which have a positive relationship with the intention to leave (Lestari & Margaretha, 2021). Most existing studies are more focused on overseas contexts and less focused on the relationship between Turnover Job Intentions and job termination among hotel workers in Malaysia.

This study will also assess the transfer of Turnover Job Intentions and job termination among hotel workers in Malaysia. Overqualified individuals in the hospitality industry are more likely to seek job transfers in search of better conditions, such as higher wages and job stability (Suhail et al., 2021). A study that has been done by Lopes and Sargento (2024), Job security was not found to have a significant relationship with intention to quit, suggesting that other factors, such as job satisfaction and working conditions, may play a more critical role. There is a gap in research assessing the relationship between Turnover Job Intentions and job termination based on employment status in the hotel industry in Malaysia. Therefore, this study was limited to hotel employees by employment status to identify possible differences.

Apart from that, this study also made observations on Turnover Job Intentions as Early Predictors of Termination Actions of Hotel Employees (Azmi et al., 2022; Md Nor et al., 2017; Surianto & Rudy, 2022). This is because employee turnover intentions are also measured by Important-Performance Analysis (IPMA) to measure regression outcome variable. By doing so, this research adds to the existing knowledge of the literature in a different way. As a starting point for the research, the researcher will conduct a study on the intention to turnover hotel employees that lead to job termination. This study will also focus on Important-Performance Analysis (IPMA) in determining the intention to turnover hotel employees in Malaysia. Finally, the results of this research allow for specific implications on the intention to turnover hotel employees in Malaysia. Finally, managerial inferences on Self efficacy, locus of control and Networking skills are based on the findings.

Literature Review

Theory of Planned Behavior (TPB)
This study will utilize the Theory of Planned Behavior (TPB), which has proven effective in explaining consumer behavioral intentions. The TPB is widely recognized as a strong framework for understanding human behavior, particularly in environmental contexts. The model includes three key psychological components: attitude, subjective norm, and perceived behavioral control (PBC). Attitude refers to an individual's favorable feelings toward a specific behavior, while subjective norm reflects the influence of significant others on decision-making (Ajzen, 1991; Yarimoglu & Gunay, 2020). The TPB has served as a theoretical foundation for research on pro-environmental behaviors and energy conservation (Canova & Manganelli, 2020). The TPB is considered an effective model for assessing and understanding human behavior.

The Theory of Planned Behavior (TPB) is a psychological framework that has been widely used to predict and understand a variety of behavioral intentions, including those related to employment decisions in the hotel industry. Positive attitudes toward relocation may be influenced by perceived career advancement opportunities (Ahmed Fathy Fathy & Fouad, 2022) while negative attitudes may stem from potential disruptions to personal life, such as family relocation or adjusting to a new environment (Jimmieson et al., 2008). According to Marisa and Bratajaya (2024) it has been stated that perceived social pressure to perform or not perform behaviors includes the influence of family, peers, and professional networks on their decision to relocate. Therefore, employees who feel high control over the relocation process who have sufficient financial resources or support from their employer, are more likely to intend to relocate (Nickell & Hinsz, 2023).

Herzberg's Two-Factor Theory

This study will use Herzberg's two-factor theory as a step in measuring research that will be conducted by researchers. This theory is used for some of the studies that will be analyzed to get answers to the research questions that will be developed by researchers through Turnover Job Intentionsas Early Predictors of Termination Actions of Hotel Employees. The basic concept of this theory was introduced by Herzberg (1959) to understand workplace motivation and job satisfaction. Herzberg's two-factor theory has a relationship between workplace motivation and job satisfaction in determining intentions for job transfers or termination of employment contracts (House & Wigdor, 1967; Oliveira et al., 2023). Motivational factors will give employees the spirit to work more effectively to link with hygiene factors, namely salary, job security, and company policies (Ibrahim et al., 2023; Jaffar et al., 2024; Ybanez, 2024).

Motivating factors are intrinsic elements that lead to job satisfaction and increased motivation (Herzberg, 1959). Research results produced by Kudaibergenov et al. (2023) state that Employees are more likely to be satisfied and motivated when they see a clear path for progress and development in the organization. According to research conducted by Olaleke et al. (2017); Vijayakumar and Saxena (2015) have found that recognition is an important motivator. This is because it validates the efforts and contributions of employees while Kudaibergenov et al. (2023) have the opinion that Opportunities for career advancement and personal growth are important motivators. This is because Employees are more likely to be satisfied and motivated when they see a clear path for progress and development in the organization.

Hygiene factors are important to avoid dissatisfaction but do not necessarily increase satisfaction or motivation when present. For example, salary, company policies, supervision, interpersonal relationships, working conditions, and job security (Herzberg, 1959; House & Wigdor, 1967). According to a study by Ybanez (2024), low salary levels will result in increased turnover intentions while poor supervision causes dissatisfaction in effective leadership (Ahmed & Sultan, 2022).

Through this approach, Herzberg's Two-Factor Theory provides a solid foundation for explaining how various dimensions of motivation and dissatisfaction function among hotel workers. It also helps researchers understand different patterns of job turnover intentions based on job position, by making job status an important variable in explaining differences in career-related motivation and actions. In other words, this theory supports the analysis of differences in job structures and their impact on employee behavior in the dynamic and high-intensity hospitality industry.

Turnover Job Intentions

Intention to transfer jobs is an important factor in determining the termination of an employee's contract at his workplace. Dynamic learning in training to increase productivity in producing holistic job quality (Retnowati & Putra, 2023). Salvina et al. (2024) have given the opinion that the extent to which employees feel connected to their jobs and organizations. This is because high job placement is associated with lower turnover intentions. According to Sharma and Kaur (2024); Zhang et al. (2022) have given the meaning that Turnover Job Intentions are a conscious cognitive process that reflects the employee's willingness to leave or change positions within or outside the organization. This causes organizational support, psychological capital, and the work environment, which interact to influence motivation and behavioral intentions.

Yusuf et al. (2024) have given the opinion that planned human resource management will have a proactive impact on the value of good job acquisition and increase organizational sustainability. A conducive organization will provide motivation in increasing the value of good job acquisition and increase effective productivity (Insani et al., 2022). Support from supervisors in the job organization becomes an effective thing in organizational operations (Belida et al., 2024). Therefore, the intention to transfer hotel employees can be influenced by various internal organizational factors such as planned human resource management, a conducive work environment and support from supervisors.

Self-Efficacy

Self-efficacy plays an important role in influencing job transfer intentions. Liu and Xiao (2024) have suggested that self-efficacy has a positive effect on the effectiveness of training and job intentions. The opinion is supported by Islam and Ahmed (2018); Mishra et al. (2016); Vieira and Meirinhos (2022) in determining the effectiveness of training on Turnover Job Intentions in a place. Organizational support is the core of Turnover Job Intentions in an operation. According to Gulo and Widayati (2020) have stated that employees who feel strong organizational support are more likely to feel confident in their ability to implement the results of training in their daily tasks. Personal traits can influence how self-efficacy affects job-related intentions (Tien, 2019).

Self-efficacy influences various job-related outcomes, including turnover intentions and career decisions. Dan and Cho (2023) stated that proactive behavior and anxiety control increase the job self-efficacy of hotel employees. Self-efficacy in hotel jobs leads to customer satisfaction in using hotel services (Alyahya et al., 2020). Effective and ongoing commitment can moderate attitudes and turnover intentions in hotel job turnover intentions (Chaichi et al., 2024). Effective and ongoing commitment is an important factor that can moderate job turnover intentions. Therefore, this hypothesis was developed:

H1: Self-efficacy will positively influence Hotel Job Turnover Intention.

Locus of Control

Locus of control refers to a person's belief about the extent to which they can control events that affect them and plays an important role in influencing turnover intentions (Rotter, 1992). This locus of control plays a role in the motivational factor to increase the value of job turnover over a period (Herzberg, 1959). According to Setyowati (2017) shows that individuals with a high internal locus of control tend not to rely on external factors in making career decisions and are more likely to show a high level of commitment to the organization. Chiho (2022) has

the opinion that internal people are more likely to remain in their jobs when they are satisfied. This is because they feel more in control of their work environment and their results more effectively (Cahyono, 2015).

The relationship between locus of control and turnover intentions among hotel employees is multifaceted, influenced by various factors such as job satisfaction, organizational commitment, and external stress. Nugroho and Armanu (2024) have stated that internal locus of control is generally more resilient to job stress and has a stronger sense of job satisfaction and organizational commitment than external locus of control. This is because internal and external locus of control have different properties in determining the effective turnover value of jobs (Mahmoud et al., 2022). Therefore, this hypothesis was developed:

H2: Locus of Control will positively influence Hotel Job Turnover Intention

Networking Skills

Networking skills play an important role in influencing job turnover intentions that affect internal and external organizational dynamics. The interaction between networking skills and turnover intentions is complex, involving various psychological, organizational, and social factors. According to Zhen et al. (2019) it has been stated that the psychological contract between employees and their organizations, including relational and transactional aspects, can influence turnover intentions. This shows that as job demands increase, employees are more likely to consider leaving their employment organizations (Liyanti, 2024). Retnowati and Putra (2023) provide the opinion that the performance appraisal system has a significant and negative impact on turnover intentions. Therefore, networking skills, accompanied by psychological contract factors and performance appraisal systems, play a direct and indirect role in shaping employee turnover intentions, thus affecting the stability and effectiveness of the organization.

Networking skills can influence hotel job turnover intentions by influencing internal and external networking behaviors. Based on the findings of the study obtained by Dimri and Kumar (2024) it was explained that Employees who perceive a lot of sacrifices related to terminating a contract, such as loss of benefits and relationships, are less likely to express an intention to resign. Ghani et al. (2022) has mentioned in his study that traditional recruitment and selection methods in the hospitality industry will contribute to high turnover rates. This is supported by Lestari et al. (2023); Tian and Hebron (2024) in stating that Networking skills will influence the intention to transfer hotel employees in Malaysia Therefore, this hypothesis was developed:

H3: Networking Skills will positively influence Hotel Job Turnover Intention
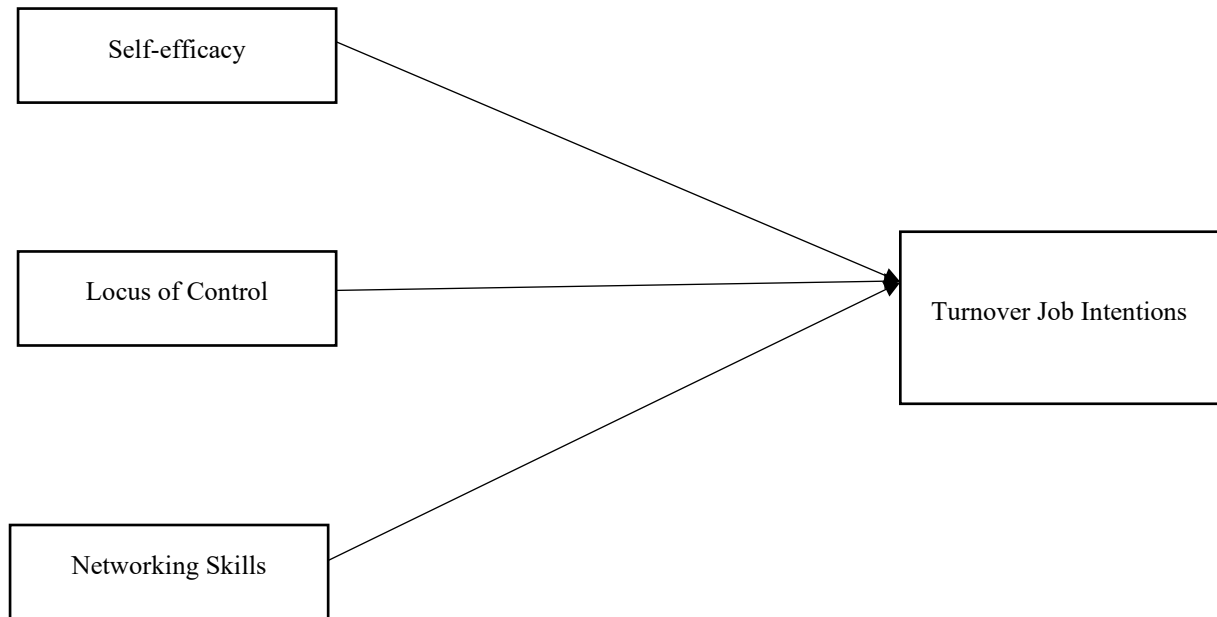
Figure 1. Research Framework

Methodology

Item Development

The main instrument in this study was a questionnaire, with items adapted from several previous studies. The scale development began with domain identification and item creation through literature and theoretical reviews (Boateng et al., 2018). Turnover Job Intentions hotel employee scale evaluates full time and part time status employee, using a 5-point Likert scale for interval data analysis (Brown, 2011). Turnover Job Intentions hotel employee construct (4 item) was adapted from Grobelna et al. (2016); Zientara et al. (2024). Self-Efficacy construct (5 items) adapted from Fatima et al. (2020), locus of control construct (5 items) adapted from Omar et al. (2016); Vijayashree and Jagdischchandra (2011) and networking skills (5 items) adapted from (Porter, 2013). Review experts have explained that industry and academia are important factors in the evaluation of the questionnaire. According to Memon et al. (2023) have explained that 2 to 10 review experts are needed in evaluating the research questionnaire. Therefore, the researcher only took 2 expert views in evaluating the questionnaire.

Pilot Study

A pilot test with 30 valid hotel employee responses was conducted to assess reliability and validity (Tate et al., 2023). The rule of thumb for Cronbach's Alpha and Composite Reliability values for measuring reliability is not less than <0.7 (Hair et al., 2023).

Table 1. Pilot Test Result

Variable	Cronbach's Alpha	Findings
Self-efficacy	0.919	Reliable
Locus of Control	0.955	Reliable
Networking Skills	0.919	Reliable
Turnover Job Intentions	0.915	Reliable

Based on the table 1 measurement deemed valid and reliable; therefore, the study proceeded with real data collection.

Sample and Data Collection
In this study, a quantitative research methodology was used, and a questionnaire was used to obtain feedback from hotel workers in Malaysia. The study data collection was based on a questionnaire survey from a non-probability sampling of local hotel workers in Malaysia. Faul et al. (2009) The program was used to ensure the minimum number of participants required for this study, which was 107 samples (effect size 0.15, power level 90%). This is because this data collection was conducted to study the status of hotel employment on the intention to transfer work for the termination of the employment contract. Therefore, the data used by the researcher were 360 hotel workers before entering the data filtering.

Statistical Method
The present research is exploratory and develops a proposition by exploring the relationships between variables via SPSS version 27 and PLS-SEM version 4 is selected as the statistical means for testing structural equation models (Hair et al., 2019). using SmartPLS 4 software. Subsequently, the PLS SEM measurement model, structural model and IPMA analysis was conducted to investigate the significant differences in the path coefficients across different status employee hotel types.

Findings And Discussion

Common Method Bias
This section addresses common method bias, which occurs when predictor and dependent variables are measured using the same source and may lead to invalid relationships (Hair et al., 2019; Memon et al., 2023). Based on the Harman Single Factor Test, Table 2 shows that the percentage of variance is below 50%, indicating that common method bias is not a concern in this study (Pangarso et al., 2020).

Table 2. Percentage of Variance

Total Variance Explained		
Extraction Sums of Squared Loadings		
Total	% of Variance	Cumulative %
9.000	47.369	47.369

Demographic Analysis

This section describes the respondent profile, including nationality, race, status workers and work experience. Based on Table 3 in the demographic analysis, the vast majority of respondents were Malaysian citizens, namely 338 people (93.89%) compared to only 22 people (6.1%) who were non-citizens. This result shows that this study focuses more on the perspective of local workers. In terms of racial background, Malay respondents were the highest group at 73.6% (n=265), followed by Chinese (16.4%), Indians (9.2%) and other races (0.8%). This imbalance in racial distribution needs to be noted because it may affect the representation of the data on the entire population of workers in the sector studied, especially in the context of multi-racial Malaysia.

In addition, in terms of employment status, 249 people (69.2%) were full-time workers while the rest, namely 111 people (30.8%), were part-time workers. This shows that the majority of respondents were in a more stable employment category and were likely to have a higher commitment to the organization. However, the significant participation of part-time workers also provides a balanced view of work experience in the relevant sector. Next, in terms of work experience, 204 respondents (56.7%) had work experience of more than one year, while 156 people (43.3%) had less than one year of experience. The combination of these two groups allows for analysis based on differences in experience levels, which can influence perceptions of work-related issues such as work stress, satisfaction, and intention to move jobs.

Table 3. Demographic Analysis (n=360)

Characteristics		Frequency	Percent
Nationality	Malaysian	338	93.89
	Non-Malaysian	22	6.1
Race	Malay	265	73.6
	Chinese	59	16.4
	Indian	33	9.2
	Others	3	8
Status Workers	Full time	249	69.2
	Part time	111	30.8
Years of Work Experiences	More than 1 Years	204	56.7
	Less than 1 Years	156	43.3

Evaluation of Measurement Model

This section assesses the reliability and construct validity through PLS-SEM analysis. Hair et al. (2019) recommend assessing the measurement model through internal consistency reliability, convergent validity, and discriminant validity. Internal consistency was evaluated using CR and Cronbach's alpha, with values above 0.7 indicating acceptable reliability (Hair et al., 2023), and all constructs met this criterion. Discriminant validity was assessed using the HTMT method, with values below 0.90, confirming adequate discriminant validity as shown in Table 5 (Hair et al., 2019).Multicollinearity occurs when independent variables are highly correlated in a regression model, generally when the acceptable VIF value is less than 3.3 or 5. (Hair et al., 2019; Tate et al., 2023).

Table 4. Reliability And Convergent Validity

Factors	Item	Loadings	CA	CR	AVE
Self-efficacy	SE1	0.765	0.910	0.920	0.737
	SE2	0.851			
	SE3	0.894			
	SE4	0.898			
	SE5	0.878			
Locus of Control	LoC1	0.825	0.907	0.913	0.730
	LoC2	0.871			
	LoC3	0.882			
	LoC4	0.889			
	LoC5	0.802			
Networking Skills	NS1	0.945	0.949	0.959	0.826
	NS2	0.921			
	NS3	0.943			
	NS4	0.842			
	NS5	0.888			
Turnover Job Intentions	TJI1	0.797	0.863	0.864	0.709
	TJI2	0.865			
	TJI3	0.869			
	TJI4	0.837			
	TJI5	0.797			

Table 5. Heterotrait-Monotrait (HTMT)

Matrix	LoC	NS	SE	TJI
LOC	-	-	-	-
NS	0.083	-	-	-
SE	0.647	0.102	-	-
TJI	0.496	0.099	0.662	-

Note: LoC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills

Table 6. Inner VIF Value

Matrix	TJI
LOC	1.537
NS	1.010
SE	1.542
TJI	-

Note: LoC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills

Evaluation of Structural Model

This section evaluates the structural model to test the hypothesised relationships and model strength using PLS-SEM (Hair et al., 2019). The assessment criteria include R², effect size (f²), and predictive relevance (Q²). R² values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak predictive accuracy, respectively (Hair et al., 2014). Effect size f² is interpreted as no (<0.02), small (0.02–0.15), moderate (0.15–0.35), or large (>0.35) effect, while Q² values above zero indicate predictive relevance of the model (Geisser, 1974; Stone, 1977).

Table 7. Result Of Coefficient Of Determination (R² Value)

Matrix	R-square	R-square adjusted	Findings
TJI	0.366	0.360	Moderate

Note: TJI= Turnover Job Intentions

Table 8. Result Of Effect Size F²

Matrix	TJI	Findings
LoC	0.020	No Effect
NS	0.001	No Effect
SE	0.265	Moderate Effect

Note: LoC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills

Table 9. Result of Predictive Relevance Q2

Matrix	SSO	SSE	Q² (=1-SSE/SSO)
LoC	1675.000	1675.000	-
NS	1675.000	1675.000	-
SE	1675.000	1675.000	-
TJI	1340.000	1006.226	0.249

Note: LoC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills

Based on table 9 above, the Predictive Relevance Q2 value for Turnover Job Intentions is 0.249. This shows that there is no lack of predictive correlation

Hypothesis Testing

This section reports the results of hypothesis testing based on path coefficient values and statistical significance. Hypothesis testing is measured by calculating the t-test, p-value test and confidence interval using Bootstrapping. Hair et al. (2019) it has been mentioned that the t-value should exceed t >1.96 and the significant p-value is less than 0.05. the confidence interval for the estimated path coefficient does not include zero and negative values. This shows that the support for each hypothesis depends on the t-value, p-value and confidence interval.

Table 10. Hypothesis Testing

	β-values	S.D	T Value	CI LL	CI UL	Findings	P values
LoC -> JS -> TJI	0.140	0.066	2.119	0.012	0.272	Supported	0.035
NS -> JS -> TJI	0.028	0.042	0.674	-0.093	0.104	Not Supported	0.501
SE -> JS -> TJI	0.509	0.076	6.725	0.330	0.658	Supported	0.000

Note: LOC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills
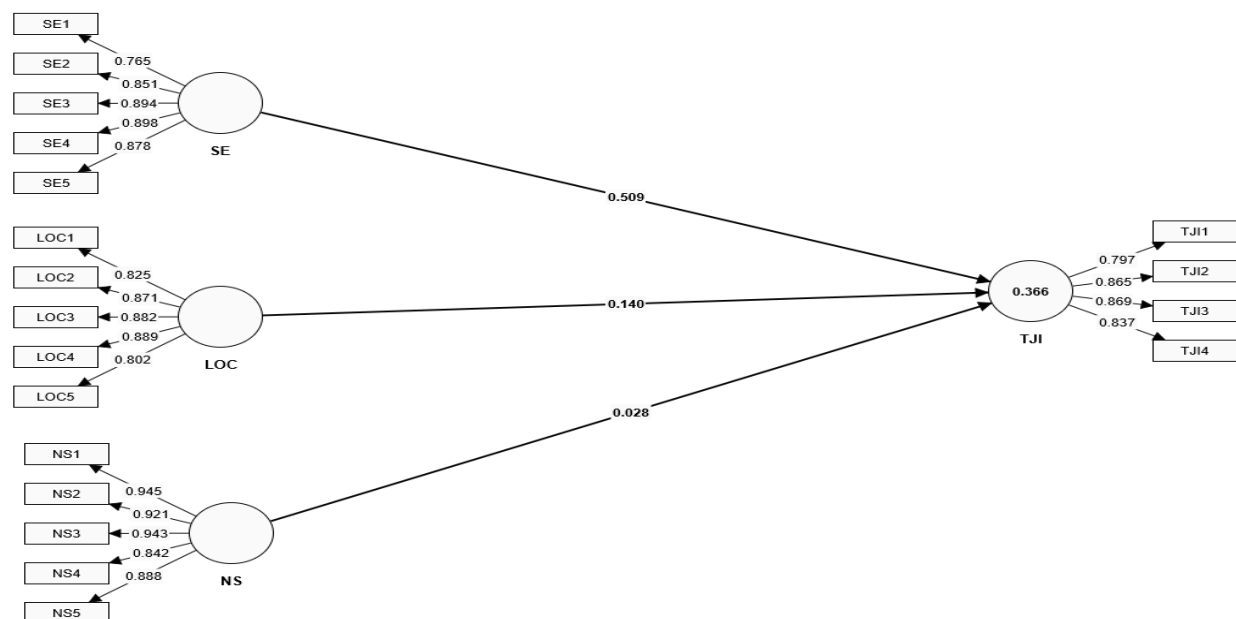

Figure 2. Structural Model With Path Coefficients

Important-Performance Analysis

This section examines the importance and performance of key constructs to derive managerial implications using IPMA. IPMA evaluates how a one-unit increase in an antecedent's performance affects the target endogenous construct based on the unstandardized total effect size (Hair et al., 2014; Martilla & James, 1977), with importance plotted on the x-axis and performance on the y-axis (Ringle & Sarstedt, 2016). The method complements PLS-SEM by analysing latent variable scores and identifying priority areas for improvement (Ahrholdt et al., 2019). According to Sarstedt et al. (2024), constructs in Quadrant A (high importance, low

performance) require top priority, Quadrant B (high importance, high performance) should be maintained, Quadrant C (low importance, low performance) has low priority, and Quadrant D (low importance, high performance) requires minimal attention.

Table 11. Important-Performance Ratings

Matrix	Important(Total Effect)	Performance	Quandrant
LoC	0.140	51.469	A
NS	0.028	60.829	A
SE	0.509	63.063	B

Note: LOC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills
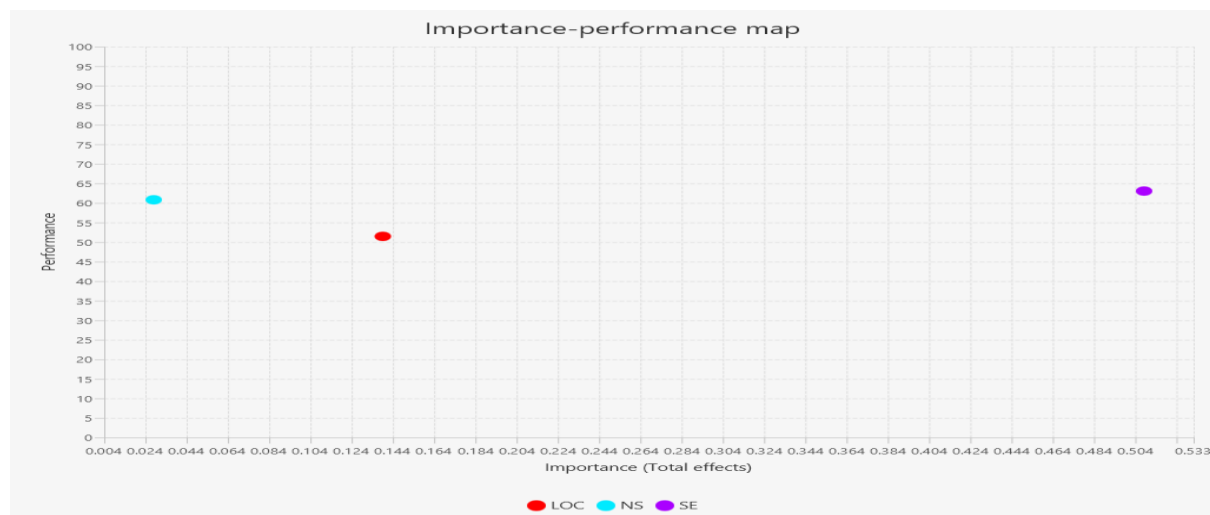

Figure 3. Important-Performance Map

Table 11 and Figure 3 show that Locus of Control (0.140, 51.469) and Networking Skills (0.028, 60.829) have high importance but low performance, making them key priorities for improving Job Turnover Intentions (Belida et al., 2024). Self-efficacy (0.509, 63.063) demonstrates high importance and performance, positively influencing hotel Job Turnover Intentions and customer satisfaction (Alyahya et al., 2020)..

Discussion

This section discusses the findings of the study by relating them to previous studies and related theories. Hypothesis 1 shows a significant value between Self-efficacy and Hotel Job Turnover Intention, namely (T=6.725, P=0.000). This shows a supportive and accepted value. Dan and Cho (2023) stated that Proactive behavior and anxiety control increase the job self-efficacy of hotel employees. Therefore, self-efficacy has a positive effect on training effectiveness and job intention (Liu & Xiao, 2024). Chaichi et al. (2024) stated that Effective and continuous commitment can moderate the attitude and turnover intention of internal employees towards the intention to transfer hotel jobs. Therefore, self-efficacy has a positive effect in determining the intention to transfer hotel employees.

Hypothesis 2 shows a significant value between Locus of Control and Hotel Job Turnover Intention, namely (T=2.119, P=0.035). This is because internal employees are more likely to remain in their jobs when they are satisfied (Chiho, 2022). Cahyono (2015) has expressed the opinion that they feel more in control of their work environment and their results more effectively. However, Nugroho and Armanu (2024) have stated that internal locus of control is generally more resilient to job stress and has a stronger sense of job satisfaction and organizational commitment than external locus of control. Hotel employees with internal locus of control have great potential to show higher levels of loyalty and career stability in the hospitality industry.

Hypothesis 3 shows a non-significant value between Networking Skills and Hotel Job Turnover Intention, namely (T=0.674, P=0.501). This is because increased job demands cause employees to be more likely to consider leaving their work organization (Liyanti, 2024). Dimri and Kumar (2024) have support that Employees who feel a lot of sacrifices related to terminating the contract, such as loss of benefits and relationships, are less likely to express an intention to resign. Zhen et al. (2019) have found that the psychological contract between employees and their organization, including aspects of relationships and transactions, can influence turnover intentions. Therefore, networking skills are not the main factor influencing hotel employees' intentions to leave their jobs, rather they are more influenced by workload, sacrifices that need to be made, and psychological ties to the hotel organization.

Conclusion

This section summarizes the main findings, contributions of the study, and recommendations for future research. This study examines the relationship between self-efficacy, locus of control, and networking skills on Turnover Job Intentions among hotel workers in Malaysia by considering employment status as a differentiating factor. The findings show that self-efficacy and locus of control have a significant and positive relationship with job turnover intentions while networking skills do not show a significant relationship. These results confirm that internal factors such as self-confidence and personal control are more dominant in influencing hotel workers' intentions to transfer than networking skills. These findings provide practical implications for hotel management to emphasize the development of employees' internal psychological skills to reduce job transfer rate. This study shows that Locus of Control and Networking Skills have high importance but low performance, supporting the theory that self-control and social networking skills influence Turnover Job Intentions (Retnowati & Putra, 2023). In addition, networking skills have been proven to be related to productivity and job satisfaction, so organizations are encouraged to organize mentorship programs and professional networking activities. Research also shows that transformational leadership increases employee commitment, so managers can be trained in transformational leadership to retain talent. Meanwhile, excessive work pressure has been found to reduce performance, making workload management and mental well-being support important for HR. Finally, effective internal communication has been proven to increase collaboration, so organizations should strengthen communication channels and information sharing platforms to support performance and collaboration

Limitations And Suggestions for Future Research

Although this study contributes to HRM literature in the hospitality industry, its limitations include the cross-sectional design, data collection limited to Malaysia, potential common method bias from self-report questionnaires, and exclusion of external factors such as economic

conditions, pandemics, and industry policy changes. For future research, several suggestions can be considered. First, longitudinal research should be conducted to assess changes in Turnover Job Intentions over time and identify stronger causal relationships. Second, the study should be expanded to multiple countries to compare differences in culture and hospitality industry contexts. Third, additional variables such as job satisfaction, workload, and leadership style should be included to provide a more comprehensive picture. Finally, a mixed methods approach that combines quantitative and qualitative data can be used to gain a deeper understanding of the psychological and social factors that influence job transfer decisions among hotel workers.

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