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THE ROLE OF JOB SATISFACTION IN TURNOVER INTENTIONS AND TERMINATION AMONG HOTEL EMPLOYEES IN MALAYSIA

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Abstract:

This study examined the psychological and social factors that affect turnover intention among hotel workers in Malaysia. It focused on the roles of self-efficacy, locus of control, networking skills, and job satisfaction as mediating factors. The research is based on the Theory of Planned Behaviour (TPB) and Herzberg's Two-Factor Theory, which explain how employees behave regarding turnover intention. The quantitative study used a questionnaire with 360 hotel workers in Malaysia. Researchers analyzed the data with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) Version 4 method. The results indicated that self-efficacy and networking skills are significantly linked to job satisfaction, which in turn influences turnover intention. However, locus of control did not have a significant impact on either variable. The study has limitations, including the use of non-probability sampling and a narrow range of variables, creating a research gap concerning organizational factors, leadership, and work culture. Future studies should consider using probability sampling, applying qualitative or mixed methods, and expanding the focus to include other external factors and cross-cultural studies. This approach could enhance the understanding of Turnover Job Intentionsin the hospitality industry.

Introduction

The Hotel Industry

The hotel industry, a key segment of the growing tourism sector, is highly people-oriented and economically significant, especially in Malaysia (Lestari & Margaretha, 2021). However, it faces critical challenges from high employee turnover due to low wages, poor working conditions, and limited job security (Djajasinga et al., 2021). Annual turnover rates range from 30% to over 100%—far higher than other sectors—threatening organizational performance and sustainability (Giri & Dhungana, 2024; Bhakat, 2023), highlighting the need for research into factors influencing job transfer intentions.

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 the hotel industry is driven by factors such as job dissatisfaction, disengagement, poor leadership, toxic culture, limited career growth, inflexible work arrangements, and low compensation, while job satisfaction is influenced by career opportunities, fair pay, work-life balance, organizational commitment, and recognition (Milakh, 2024; P Hameem Khan et al., 2022). High turnover negatively affects operational efficiency and service quality, with job stress and insecurity increasing employees' intention to leave (Shrestha & Thapa, 2023; Lestari & Margaretha, 2021). Despite this, most studies focus on international contexts, with limited research on the link between Turnover Job Intentionsand job termination among hotel workers in Malaysia.

This study will also assess the transfer of Turnover Job Intentionsand 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 Intentionsand 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 Intentionsas 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 Job Satisfaction are mediating impact. 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 Job Satisfaction 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.

Job Transfer Intention
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 Intentionsare 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 Intentionsin

a place. Organizational support is the core of Turnover Job Intentionsin 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.
H4: Self-efficacy will positively influence Job Satisfaction
H5: Locus of Control will positively influence Job Satisfaction
H6: Networking Skills will positively influence Job Satisfaction

The Mediating of the Job Satisfaction

Job satisfaction is a mediator in determining the intention to move to a better job or terminate an employment contract. Job satisfaction often acts as a mediator between various factors and turnover intentions, while self-efficacy directly affects job satisfaction and indirectly affects turnover intentions. According to Cinnioglu (2024) has the opinion that fair treatment in the organization increases job satisfaction, which in turn reduces turnover intentions. safe working conditions lead to higher job satisfaction and lower turnover intentions (Maqableh et al., 2023). This study is also supported by Narotama and Sintaasih (2022); Yu et al. (2020) in determining job satisfaction through Self-efficacy to measure turnover intentions of hotel employees. Nugroho et al. (2020) have stated that job satisfaction directly has a significant negative effect on turnover intentions, mediated by various forms of organizational commitment. Ratnaningsih (2021) has mentioned that job satisfaction may not have a significant mediating effect on turnover intentions.

In addition, employees feel secure in their jobs, they are more satisfied and less likely to leave (Maqableh et al., 2023). Amirudin (2023) mentioned that it accounts for a large part of the variance in the level of job satisfaction among employees. Higher job satisfaction leads to lower turnover intentions, (Cinnioglu, 2024; Mohyi, 2021). Organizational commitment often serves as a mediator between job satisfaction and turnover intentions (Andriani et al., 2023). Therefore, locus of control influences the strength of the relationship rather than functioning as a mediating variable.

Positive social interactions at work can increase job satisfaction which can reduce turnover intentions (Asgharian et al., 2015). According to Basri and Haron (2024) have stated that networking skills, as a component of leadership, can also affect job satisfaction and turnover intentions. Yan et al. (2021) have the opinion that personal traits that can include networking skills can increase job satisfaction and reduce turnover intentions. Andriani et al. (2023) have mentioned that there is a negative and significant relationship between work engagement and employee turnover intentions, this causes higher levels of employee engagement to be associated with lower turnover rates.

H7: Job Satisfaction will positively influence Hotel Job Turnover Intention.

H8: There is significant mediation effect between Job Satisfaction and Self-efficacy toward Hotel Job Turnover Intention.

H9: There is significant mediation effect between Job Satisfaction and Locus of Control toward Hotel Job Turnover Intention.

H10: There is significant mediation effect between Job Satisfaction and Networking skills toward Hotel Job Turnover Intention.
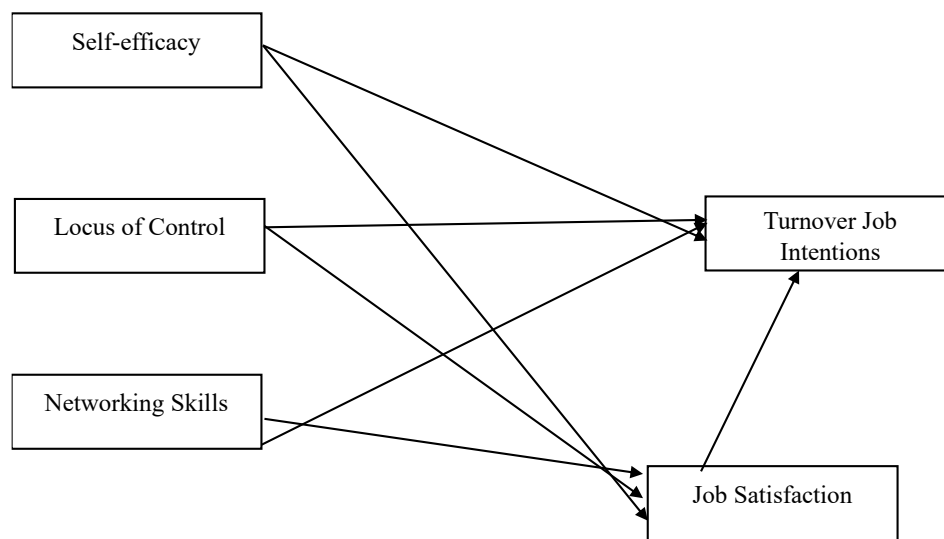

Figure 1. Research Framework

Methodology

Item Development

The main instrument of this study was a questionnaire developed through literature and theoretical reviews (Boateng et al., 2018), using a 5-point Likert scale to measure turnover intentions, self-efficacy, locus of control, networking skills, and job satisfaction, with items adapted from previous studies (Brown, 2011; Grobelna et al., 2016; Zientara et al., 2024; Fatima et al., 2020; Omar et al., 2016; Vijayashree & Jagdischchandra, 2011; Porter, 2013; Wang et al., 2022). Two experts from industry and academia reviewed the questionnaire to ensure validity, following recommendations that 2–10 experts are sufficient for such evaluation (Memon et al., 2023).

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
Job Satisfaction	0.898	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 was conducted to investigate the significant differences in the path coefficients across different status employee hotel types.

Findings and Discussion

Common Method Bias

Common method bias refers to the systematic bias that occurs when data for the predictor variable and the dependent variable are collected using the same method, either through a single instrument or a uniform source of respondents (Hair et al., 2019). This situation has the potential to produce invalid relationships between variables. Memon et al. (2023), This phenomenon often occurs when respondents provide feedback on all survey items in one session or through a similar instrument, which can inadvertently affect the consistency and accuracy of the responses provided. according to Pangarso et al. (2020) stated that the percentage of variance is below 50%, so the measurement of research indicators has exceeded the common method bias in the research. The Table 2 shows that percentage of variance which Harman Single Factor Test.

Table 2. Percentage of Variance

Total Variance Explained		
Extraction Sums of Squared Loadings		
Total	% of Variance	Cumulative %
11.117	48.336	48.336

Demographic Analysis

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

Hair et al. (2019) proposed that the measurement model be assessed to evaluate the instruments' psychometric attributes, covering three fundamental aspects: internal consistency

reliability, convergent validity, and discriminant validity. Internal consistency reliability measures how homogeneous the items measuring a latent construct are. Typically, internal consistency is tested using CR and Cronbach's alpha (CA), with values exceeding >0.7 for both being regarded as acceptable (Hair et al., 2023). The results established internal consistency with CR and CA for all the variables, surpassing 0.7.

For the discriminant validity, the heterotrait-monotrait (HTMT) method was used. The HTMT should be less than 0.90 (Hair et al., 2019). As shown in Table 5, the discriminant validity of the constructs was established.

Multicollinearity is a problem with independent variables that have 2 or more to measure the regression model. Multicollinearity is also a problem with high correlation values for regression models. the rule of thumb for the Variance Inflation Factor (VIF) value does not exceed <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	0.708	0.893	0.905	0.703
	SE2	0.842			
	SE3	0.889			
	SE4	0.882			
	SE5	0.708			
Locus of Control	LOC1	0.855	0.915	0.919	0.746
	LOC2	0.887			
	LOC3	0.874			
	LOC4	0.864			
	LOC5	0.837			
Networking Skills	NS1	0.820	0.898	0.905	0.712
	NS2	0.859			
	NS3	0.880			
	NS4	0.884			
	NS5	0.771			
Job Satisfaction	JS1	0.898	0.912	0.914	0.792
	JS2	0.889			
	JS3	0.890			
	JS4	0.881			
Turnover Job Intentions	TJI1	0.767	0.848	0.864	0.681
	TJI2	0.858			
	TJI3	0.848			
	TJI4	0.825			
	TJI5	0.767			

Table 5. Heterotrait-Monotrait (HTMT)

Matrix	JS	LOC	NS	SE	TJI
JS	-	-	-	-	-
LOC	0.656	-	-	-	-
NS	0.745	0.641	-	-	-
SE	0.793	0.763	0.617	-	-
TJI	0.576	0.457	0.454	0.610	-

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

Table 6. Inner VIF value

Matrix	JS	TJI
JS	-	2.719
LOC	2.154	2.163
NS	1.636	2.038
SE	2.049	2.648

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

Evaluation of Structural Model

Measurement of structural model is carried out to test the hypothesis model developed by the researcher to conduct the study (Hair et al., 2019). The basic criteria for evaluating the structural model in PLS-SEM are R2 level, effect size f2, predictive correlation Q2. The R2 value is a measure of the predictive accuracy of the model and is calculated as the squared correlation between the actual and predicted values of a particular endogenous construct. An R2 value of 0.75, 0.50, or 0.25 for endogenous latent variables can be described as strong, moderate, or weak (Hair et al., 2014). As a guideline for assessing f2, values less than 0.02 (no effect), 0.02 to 0.15 (small effect), 0.15 to 0.35 (moderate effect), and above 0.35 (large effect) indicate an exogenous construct on the endogenous construct. The Q2 value greater than zero (0) indicates that the model has predictive correlation for a particular endogenous construct. Meanwhile, a value of zero (0) and below indicates a lack of predictive correlation (Geisser, 1974; Stone, 1977).

Table 7. Result of Coefficient of Determination (R^2 value)

Matrix	R-square	R-square adjusted	Findings
JS	0.632	0.628	Moderate
TJI	0.318	0.309	Moderate

Note: TJI= Turnover Job Intentions, JS= Job Satisfaction

Table 8. Result of Effect Size f^2

Matrix	JS	Findings	TJI	Findings
JS	-	-	0.027	No Effect
LOC	0.004	No Effect	0.000	No Effect
NS	0.245	Moderate Effect	0.002	No Effect
SE	0.292	Moderate Effect	0.063	No Effect

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

Table 9. Result of Predictive Relevance Q2

Matrix	SSO	SSE	Q² (=1-SSE/SSO)
JS	1200.000	609.176	0.492
LOC	1500.000	1500.000	-
NS	1500.000	1500.000	-
SE	1500.000	1500.000	-
TJI	1200.000	948.062	0.210

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

Based on table 9 above, the Predictive Relevance Q^2 value for Turnover Job Intentions is 0.210 and Job Satisfaction are 0.492 . This shows that there is no lack of predictive correlation.

Hypothesis Testing

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 (Total Direct Effect)

|	β-values	S.D	T Value	CI LL	CI UL	Findings	P values
JS -> TJI	0.225	0.114	1.982	0.001	0.398	Supported	0.025
LOC -> JS	0.055	0.059	0.925	-0.035	0.155	Not Supported	0.179
LOC -> TJI	0.008	0.079	0.101	-0.154	0.127	Not Supported	0.460
NS -> JS	0.384	0.050	7.736	0.298	0.458	Supported	0.000
NS -> TJI	0.051	0.080	0.637	-0.061	0.182	Not Supported	0.263
SE -> JS	0.469	0.065	7.256	0.380	0.574	Supported	0.000
SE -> TJI	0.338	0.103	3.279	0.036	0.474	Supported	0.001

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

Table 11. Hypothesis Testing (Total Indirect Effect) (Mediating Impact)

	β-values	S.D	T Value	CI LL	CI UL	Findings	P values
LOC -> JS -> TJI	0.012	0.014	0.860	-0.007	0.039	Not Supported	0.196
NS -> JS -> TJI	0.087	0.046	1.881	0.000	0.161	Supported	0.031
SE -> JS -> TJI	0.106	0.054	1.958	0.001	0.183	Supported	0.027

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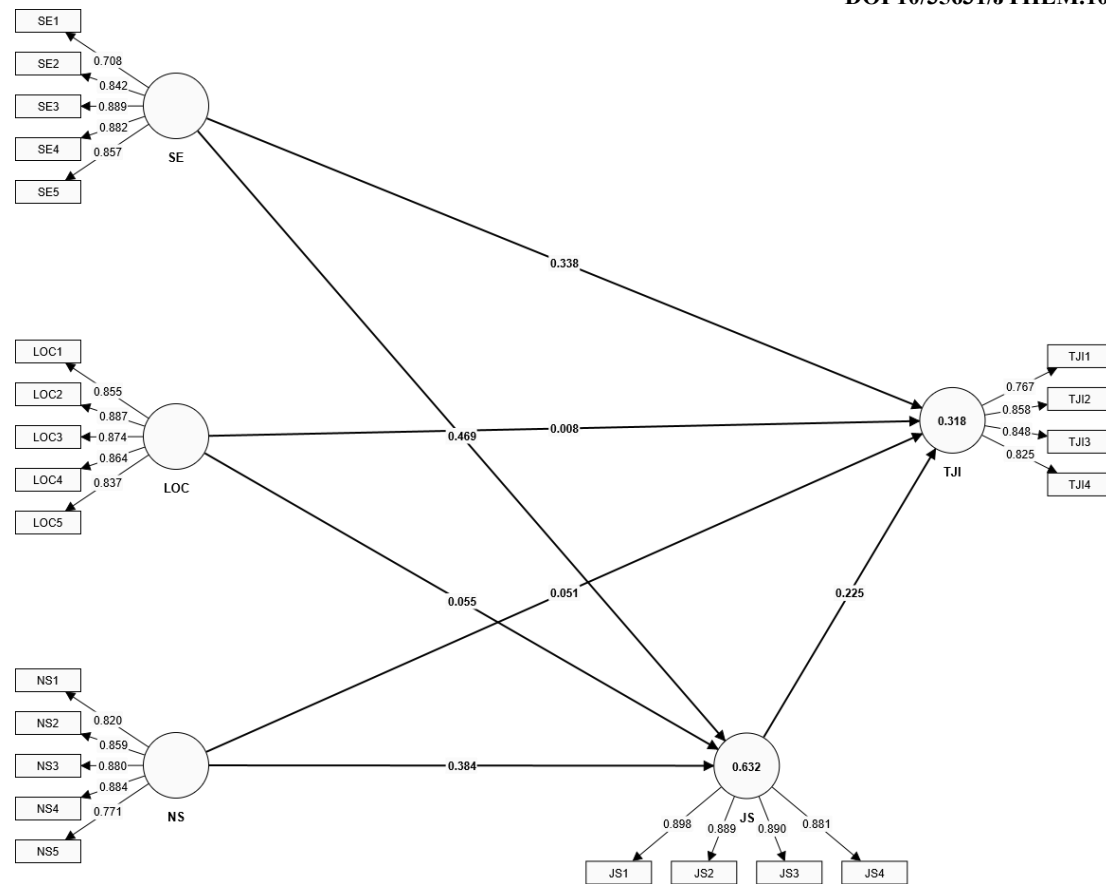
Note: LOC= Locus of Control, SE= Self-efficacy, TJI= Turnover Job Intentions, NS= Networking Skills, JS= Job Satisfaction

Figure 2. Structural Model With Path Coefficients

Discussion

This study found that Self-efficacy and Networking Skills have a significant impact on Job Satisfaction, which in turn reduces Turnover Intentions among hotel employees, as indicated by hypotheses H1 (Self-efficacy → Turnover Job Intentions, P = 0.001), H4 (Self-efficacy → Job Satisfaction, P = 0.000), H6 (Networking Skills → Job Satisfaction, P = 0.000), and H7 (Job Satisfaction → Turnover Job Intentions, P = 0.025). These results confirm that employees with high self-efficacy and good networking skills are more likely to be satisfied with their jobs, thus reducing the desire to turn over, emphasizing the importance of human resource management strategies that focus on developing Self-efficacy, interpersonal skills, and job satisfaction (Zhang et al., 2022; Yusuf et al., 2024; Basri & Haron, 2024). On the other hand, the hypothesis involving Locus of Control and the direct effect of Networking Skills on Turnover Intention did not show a significant relationship (H2, H3, H5), indicating that individual factors alone are not sufficient to influence employees' intention to leave the organization, possibly due to the differences in the nature of internal and external locus of control and increased work stress (Mahmoud et al., 2022; Liyanti, 2024). Mediation analysis also showed that Job Satisfaction played a significant mediator between Self-efficacy and Networking Skills with Turnover Intention (H7 & H10, P = 0.027; P = 0.031), but not for Locus of Control (H8, P = 0.196), emphasizing that job satisfaction is a critical factor in linking self-efficacy and interpersonal skills with employees' turnover intentions (Andriani et al., 2023; Yu

et al., 2020). Practically, these findings indicate that organizations need to focus on developing self-efficacy, improving networking skills, and strategies to increase job satisfaction as key steps to reduce turnover rates in the hotel industry.

Conclusion

This study confirmed that self-efficacy and networking skills have a significant relationship with job satisfaction, while job satisfaction has been shown to influence turnover intention of hotel employees in Malaysia. This finding supports the theory that psychological and social factors of employees play an important role in determining their tendency to stay or leave the organization. On the other hand, locus of control was found to have no significant effect on job satisfaction or turnover intention, thus indicating that the influence of internal or external control may be more dependent on the organizational context. Overall, this study emphasizes that hotel managers need to focus on developing self-efficacy and networking skills of employees to increase job satisfaction and reduce employee turnover.

Limitations and Suggestions for Future Research

This study has several limitations that need to be considered. First, the data were obtained through a questionnaire using a non-probability sampling method, which may limit the applicability of the findings to the entire hospitality industry in Malaysia. Second, this study only assessed the role of selected variables, namely self-efficacy, locus of control, networking skills, job satisfaction, and turnover intention, without considering other external factors such as company policies, leadership style, or current economic conditions. Third, this study focused only on the employee perspective and did not assess the employer's perspective, which may provide a more comprehensive picture of the employee turnover issue.

For future research, it is recommended that the use of probability sampling be considered to increase the applicability of the findings to a larger population. The study could also be expanded to include other factors such as transformational leadership, rewards, organizational culture, and work-life balance that may also influence turnover intentions. In addition, qualitative or mixed methods studies could be conducted to gain a deeper understanding of hotel workers' experiences of the factors that motivate them to leave their jobs. Finally, cross-cultural or cross-country comparisons could also be conducted to identify contextual differences that may influence turnover intentions patterns in the hospitality industry globally.

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