

## THÁI ĐỘ NHẢY VIỆC VÀ SỰ TÁC ĐỘNG ĐẾN Ý ĐỊNH NGHỈ VIỆC CỦA NHÂN LỰC TRẺ TRONG NGÀNH DU LỊCH TẠI VIỆT NAM

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### TÓM TẮT

Mặc dù ngành du lịch Việt Nam đã có nhiều bước tiến đáng kể, song một thách thức được đặt ra trong nhiều năm qua vẫn là tình trạng thiếu hụt nguồn nhân lực. Trên thế giới hiện nay, xu hướng nhảy việc đang trở thành thách thức đối với ngành du lịch, đặc biệt là với thế hệ trẻ, nơi mà tỉ lệ nhảy việc ngày càng cao. Bài nghiên cứu nhằm mục đích điều tra mối quan hệ của sự hài lòng trong công việc và thái độ nhảy việc đến ý định nghỉ việc của nhân lực trẻ trong ngành du lịch, từ đó đưa ra các giải pháp nhằm giảm thiểu thực trạng nguồn nhân lực có xu hướng rời bỏ ngành. Kết quả nghiên cứu với 235 phiếu khảo sát thu thập được từ các nhân viên trẻ trong ngành du lịch tại Việt Nam cho thấy sự hài lòng về mức lương, thăng tiến, người quản lý/giám sát và môi trường bên ngoài sẽ làm giảm ý định nghỉ việc; trong khi thái độ nhảy việc sẽ dẫn đến ý định nghỉ việc cao hơn và khiến mối quan hệ giữa sự hài lòng và ý định nghỉ việc bị suy yếu. Nghiên cứu kì vọng sẽ có những đóng góp thiết thực cho ngành du lịch trong việc xây dựng các chiến lược nhằm giữ chân nhân lực cho ngành, hướng đến sự phát triển bền vững hơn.

**Từ khóa:** ngành du lịch, nhân lực trẻ, sự hài lòng trong công việc, thái độ nhảy việc, ý định nghỉ việc.

### JOB-HOPPING ATTITUDE AND ITS IMPACT ON TURNOVER INTENTION AMONG YOUNG EMPLOYEES IN VIETNAM'S TOURISM INDUSTRY

#### ABSTRACT

Although Vietnam's tourism industry has made significant progress, the shortage of human resources remains a long-standing challenge. In the current world, job-hopping has become an increasing challenge for the tourism industry, especially among younger employees, where job-hopping rate is increasingly high. This study aims to investigate the relationship between job satisfaction and job-hopping attitude to turnover intention of young employees in the tourism industry, thereby formulating solutions to reduce the tendency of human resources to leave the industry. The results of the study with 235 survey responses collected from young employees in the tourism industry in Vietnam indicate that satisfaction on pay, promotion opportunities, manager/supervisor and external work environment reduces turnover intention, while job-hopping attitude leads to a higher turnover intention and weakens the relationship between satisfaction and this intention. This study is expected to make practical contributions to the tourism industry in developing strategies in order to retain human resources for the industry, aiming for more sustainable development.

**Keywords:** job-hopping attitude, job satisfaction, tourism industry, turnover intention, young employees.

## 1. INTRODUCTION

The COVID-19 epidemic in 2020 – 2021 had severe impacts on the global economy, especially the tourism industry, and Vietnam was no exception. It has been 2 years since Vietnam's tourism industry officially reopened, with many positive results as we achieved historic milestones in the number of domestic tourists and growth in international tourist arrivals. However, the issue of human resources in tourism remains a pressing challenge. For the past 2 years, Vietnam's tourism industry has continuously been stuck in a problem called "human resource shortage". Following the epidemic, many industry personnel have not returned or have transitioned to other jobs, while the human resource supply remains inadequate, leading to a substantial gap in the industry's labor structure. It was estimated that in 2021, about 3/4 of tourism personnel had left the industry, and this decline has continued each year without signs of recovery. According to Anh (2023), 46 out of 63 provinces and cities reported a shortage of human resources, including key tourism cities such as Hanoi, Ho Chi Minh City, Khanh Hoa,... This challenge is further exacerbated when one of the "trends" in the current labor market is "job-hopping". Especially in the information technology era, job opportunities are increasing (Nguyen & Le, 2022), and it seems to be disadvantageous for industries that are highly dependent on nature and characterized by lower job stability such as tourism.

Job-hopping is not a recent phenomenon, but its prevalence is increasing, posing significant challenges for the tourism industry, potentially causing instability. According to Robbins & Judge (2016), whether a person leaves or stays will depend on their satisfaction with their current job. However, the issue is not simply that employees withdraw from the industry because they feel dissatisfied with their current jobs. Notably, younger employees are less loyal to a particular organization and job-hopping has even become a tendency, and is expected to continue in the future (Pandey, 2019; Larasati & Aryanto, 2020). Employee loyalty has become more complex and

transactional as individuals are willing to switch organizations if they find a better salary or have more opportunities to expand their professional networks (Larasati & Aryanto, 2020). This trend leads to many disadvantages for the tourism industry, including increased costs for recruitment and training (Liu & Batt, 2010), as well as excessive workloads for existing employees, resulting in gaps in service provision (Memon et al., 2015). In Vietnam, not only are the human resources in the industry leaving, but new graduates are also reluctant to pursue careers in the tourism industry as many opt for opportunities in other fields.

Although there are several papers regarding turnover intention in the tourism sector, they mainly focus on employees' perceptions of the work environment, organization, or the nature of work (Kim, 2014; Le et al., 2023). Meanwhile, another aspect of market tendency, job-hopping, is still not well addressed. In order to examine how this tendency affects turnover intention to leave jobs of tourism industry employees, an investigation among young employees in the Vietnamese tourism industry was conducted. Accordingly, the research aims to answer the following questions: (1) "What is the biggest reason for young tourism industry employees' turnover intention?" and (2) "How does the trend of job hopping affect the turnover intention of young tourism industry employees?". Primary data were collected through a questionnaire survey and analyzed through SPSS 26 software. The research findings are expected to make practical contributions to the tourism industry in responding to changes related to job-hopping tendencies in the industry's labor market.

## 2. LITERATURE REVIEW AND HYPOTHESES

### 2.1. Job-hopping attitude and turnover intention

Job-hopping is the tendency of employees to switch from one job to another within a certain period of time, often driven by an instinctive impulse rather than a specific motivation (Pandey, 2019). Assessed from a labor market perspective, job-hopping is considered the behavior of employees frequently changing companies, instead of transitioning to different roles within the same organization (Dougherty

et al., 1993). Job-hopping can stem from individual factors, or be influenced by society trends, manifesting through employee attitudes or behaviors (Khatri et al., 1999; Khatri et al., 2001). Attitude, in this context, is simply defined as a person's response to assessing a particular behavior as positive or negative depending on how they feel (Ru et al., 2018). So that, job-hopping attitude can reflect how employees perceive this tendency in the labor market, whether as an opportunity or a drawback. The reasons for deciding to change jobs can be related to career development opportunities, better pay and benefits, a better working environment, job stability, or even organizational reputation and personal status (Pandey, 2019; Gao, 2024). In short, job-hopping occurs when employees perceive that the current workplace does not meet their expectations or is not a good fit. Especially in today's rapidly evolving world, job-hopping is no longer a "phenomenon" but has become a "trend", and even more prevailing among younger generations, because they believe their chances at new organizations are higher (Yuen, 2016).

Previous studies have found that job-hopping attitude is an uncontrollable factor that contributes to higher turnover intention, with the tourism industry is no exception (Khatri et al., 2001; Pang et al., 2015). Additionally, the association between job satisfaction and turnover intention was found to be influenced by the existence and moderation of job alternatives (Huang et al., 2017), with perceptions of them being shaped by the labor market. That is, how employees appear to what happens in the labor market could drive their intention to leave, even when they are satisfied with their current jobs. A study by Buang et al. (2016) proposed the influence of job-hopping attitude on the relationship between extrinsic factors and intention to leave in the tourism industry. Accordingly, the "extrinsic factors" mentioned by Buang et al. (2016) relate to personal relationships, superiors, working conditions, policies and salaries, which, in accordance with Ozpehlivan & Acar (2016), can be used to evaluate job satisfaction. Given that employees' intention to leave does not

imply dissatisfaction but rather an openness to greater opportunities, the study predicts that lower job-hopping attitude will strengthen the negative relationship between job satisfaction and turnover intention. Therefore, the proposed research hypotheses are:

*H1: Job-hopping attitude positively impacts turnover intention.*

*H2: Job-hopping attitude has a positive moderating role in the negative relationship between job satisfaction and turnover intention, whereby job satisfaction will have a stronger negative impact on turnover intention when job-hopping attitude is lower.*

## **2.2. Job satisfaction and turnover intention**

Employee job satisfaction is defined as positive emotions and evaluations individuals have about their job or work experiences, which lead to positive behaviors and improved performance (Robbins & Judge, 2016; Hefny, 2021). However, satisfaction among different employees is not the same (Hefny, 2021), and can be determined based on 6 dimensions including job and working conditions, managers, co-workers, external environment, promotion and pay (Ozpehlivan & Acar, 2016). Satisfaction can be considered a factor influencing employees' intention to stay or leave the current organization. Mobley (1977) defined turnover as a withdrawal decision process consisting of several psychological steps, beginning with job dissatisfaction, followed by thoughts of leaving, searching for and comparing job alternatives, developing an intention to quit, and ultimately making the final decision to leave. That means if employees feel dissatisfied, they may show negative behaviors and even develop turnover intention. The relationship between job satisfaction and turnover intention in the context of the tourism industry has been demonstrated in many previous studies, including travel agencies, hotels and airlines (Chung & Jeon, 2020; Hefny, 2021). These studies all show that higher job satisfaction will reduce turnover intention, meaning that if employees feel satisfied with their job, they are more likely to stick with their organization. Therefore, the hypothesis is proposed as:

*H3: Overall job satisfaction has a negative impact on turnover intention.*

**Job and working conditions:** Job and working conditions refer to the environment in which an employee operate, relating to aspects including working hours, physical infrastructure (such as facilities), legal rights, and responsibilities (Turanligil & Farooq, 2019). In addition, these conditions extend to employment stability, psychosocial aspects, and organizational circumstances, which are particularly relevant in the tourism and hospitality industry due to its inherent instability and high job demands (Ariza-Montes et al., 2019). Employees who are dissatisfied with the working conditions provided by the organization tend to have low satisfaction with their jobs, which in turn can lead to job stagnation, reduced performance or turnover (Ozpehlivan & Acar, 2016; Ariza-Montes et al., 2019). Hence, the first sub-hypothesis developed is:

*H3a: Satisfaction on Job and working conditions has a negative impact on turnover intention.*

**Manager/supervisor:** An employee's manager and/or supervisor plays a vital role in shaping a positive work environment, as measured by the employee's subjective perspectives regarding aspects such as superior-subordinate relations, employee support, management quality, and management style (Malek et al., 2018). Satisfaction with a manager/supervisor is considered important because it will lead to positive behaviors. Employees with good perception and trust in their manager/supervisor are more likely to have a higher commitment to the organization while reducing their intention to leave (Malek et al., 2018; Alharbi & Abuelhassan, 2020). Hence, the second sub-hypothesis developed is:

*H3b: Satisfaction on Manager/supervisor has a negative impact on turnover intention.*

**Co-workers:** Co-workers are regarded as an essential element in the service sector since service-related duties are generally complicated and collaborative, and employees tend to form a "community" with their co-workers (Limpanitgul et al., 2013). It can be observed

that co-worker support is especially important for new employees due to their unfamiliarity with the organization, and this support can include emotional and instrumental aspects. Job satisfaction is influenced by employees' perceptions of their co-workers (Limpanitgul et al., 2013), and these positive relationships with co-workers can reduce turnover intention (Kim et al., 2013). Hence, the third sub-hypothesis developed is:

*H3c: Satisfaction on Co-workers has a negative impact on turnover intention.*

**External environment:** Today's increasing globalization and competition emphasize the importance of cooperative relationships beyond organizational boundaries, including forms such as joint ventures, alliances, associations or partnerships (Ali & Khan, 2016). In the context of tourism, which integrates various service components, it is noteworthy that many different components of the tourism supply chain must be connected to form an all-encompassing tourism product. Travel agents, for example, can develop collaborative relationships with hotels, restaurants, transportation, tourist destinations, and even tourists. The external environment that an individual ought to be interacting with is what matters to their sense of job satisfaction (Ozpehlivan & Acar, 2016), thereby reducing turnover intention. Thus, the fourth sub-hypothesis developed is:

*H3d: Satisfaction on External environment has a negative impact on turnover intention.*

**Promotion:** Positively stated, a promotion is an upward change in an employee's status, duties, and pay that is considered a recognition (or reward) for their contributions (Koo et al., 2020). Since there are admittedly limited opportunities for promotion in the tourism industry (Pang et al., 2015), promotion opportunities become a crucial aspect of determining employee satisfaction in this area (Hefny, 2021). Satisfaction with promotion is recognized to be significant in increasing employee commitment to the organization and reducing turnover intention in the tourism and hospitality industry (Koo et al., 2020; Hefny,

2021). Thus, the fifth sub-hypothesis developed is:

*H3e: Satisfaction on Promotion has a negative impact on turnover intention.*

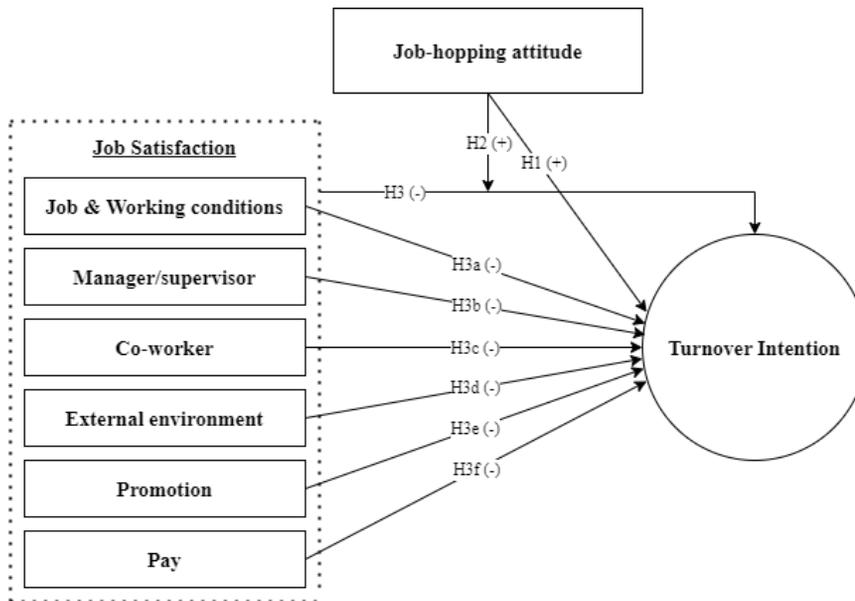
**Pay:** Pay satisfaction is considered an indicator of an organization’s distributive justice (Park & Min, 2020), driven by employees’ perceptions and comparisons of what they invest in their work, such as effort, knowledge, and skills, towards what they earn in compensation or recognition (Singh & Loncar, 2010). The notion of a negative relationship between pay satisfaction and

turnover is also recognized in the tourism and hospitality industry, whereby employees’ dissatisfaction with their pay leads to their intention to leave (Jung & Yoon, 2015). Thus, the sixth sub-hypothesis developed is:

*H3f: Satisfaction on Pay has a negative impact on turnover intention.*

**2.3. Conceptual framework**

Based on the relationships that have been developed between job satisfaction, job-hopping attitude and turnover intention, the proposed model is shown in Figure 1.



Source: Compiled by the authors

**Figure 1. Conceptual framework**

**3. RESEARCH METHOD**

**3.1. Method and measurements**

The research employed the quantitative method, using questionnaire surveys for data collection. Measurement of all factors in the model is applied using a Likert-5 scale (1 = Strongly disagree; 5 = Strongly agree). Accordingly, the measurement scale for “job satisfaction” factors was adopted from the multidimensional job satisfaction scale developed by Ozpehlivan and Acar (2016), with a total of 30 questions. Besides, the scale for “job-hopping attitude” was based on the instrument originally developed by Khatri et al. (1999) with 3 questions, and remains valid as applied by many recent studies (Yuen, 2016; Nguyen &

Le, 2022). Finally, the scale for “turnover intention” was used with 4 questions from the scale developed by Kim (2014).

**3.2. Sampling method and data analysis**

After finalizing the questionnaire, it was sent to young employees with the age structure defined as 18 – 30 years old in the tourism industry in Vietnam, based on the observation that they have a higher tendency to change jobs. the tourism industry is a comprehensive service sector including travel services, accommodation, transportation, restaurants, entertainment and many other components to form an overall tourism supply chain. Therefore, employees in the tourism industry were identified as survey subjects and invited to

participate in the survey, including employees working in travel agencies, tourist destinations, hotels, restaurants and related services.

The minimum sample size required is 5 times the number of measurement items. With 37 measurement items, the minimum sample size determined for this study was 185. The survey collected 235 valid responses through the convenience and snowball sampling methods, which was greater than the requirement and appropriate to conduct formal analysis through SPSS 26 software. Techniques used include descriptive statistics, assessment of scale reliability through Cronbach's Alpha index, suitability and convergence of attributes through KMO and Bartlett's test and EFA rotation matrix, Multiple Linear Regression method to evaluate direct relationships and Hayes Process Macro method to test moderating relationships. Notably, "job satisfaction" with its multidimensional nature was identified, each dimension will be analyzed independently for its impact on turnover intention. Hypothesis H3 will be fully supported only when all sub-hypotheses are supported.

## 4. RESEARCH FINDINGS

### 4.1. Descriptive statistics and model evaluation

As identified in Table 1, in terms of work structure, a greater percentage of employees currently work at accommodations (23,8%), travel agencies (20,9%), restaurants (17,4%), and entertainment venues (14,9%); employees from tourist destinations, transportation, and other related sectors make up the remaining 23%. Regarding income, it is mainly recorded that young employees have an income of less than 15 million VND (60,4%), the income level over 15 million accounts for a lower proportion (39,6%). The results also showed that up to 45,5% of survey participants had changed jobs 1–3 times in the past 2 years; however, it also recorded that 37,4% of the answers had not yet changed jobs.

In Table 2, the study achieved good results when the Cronbach's Alpha coefficient of all scales reached a value greater than 0.8 and the Corrected Item-Total Correlation value for all observed variables was greater than 0,6,

thereby, the scales have very good reliability. Besides, the KMO value reached  $0,947 > 0,5$ , Sig Bartlett's value reached  $0,000 < 0,05$ , showing that the data is appropriate. Finally, the total variance extracted exhibits that 8 factors can explain 88,329% of the data variation of 37 observed variables, and all factors are statistically significant in the EFA rotation matrix with Loading factors  $> 0,5$  and no variable has problems.

### 4.2. Hypotheses testing

The Multiple Linear Regression method was used to evaluate the relationship between the independent variables and the dependent variable "turnover intention". Accordingly, the adjusted R-square index reached  $0,559 > 0,5$ , meaning 55,9% of the variation in turnover intention was explained by the linear relationship between independent variables (Table 3).

As reflected in Table 4, the ANOVA Test results show the Sig. value of  $0,000 < 0,05$ , demonstrating that the model achieves high fit. Thus, the results of testing the direct impact relationships are shown as the Table 5.

**Table 1. Description of the research sample**

|                                 | Characteristics       | Quantity | Proportion (%) |
|---------------------------------|-----------------------|----------|----------------|
| Gender                          | Male                  | 104      | 44,3           |
|                                 | Female                | 131      | 55,7           |
| Working field                   | Travel company/agency | 49       | 20,9           |
|                                 | Accommodations        | 56       | 23,8           |
|                                 | Restaurants           | 41       | 17,4           |
|                                 | Transportation        | 23       | 9,8            |
|                                 | Tourist destinations  | 24       | 10,2           |
| Income                          | Entertainment venues  | 35       | 14,9           |
|                                 | Other                 | 7        | 3,0            |
|                                 | < 10 millions VND     | 64       | 27,2           |
|                                 | 10 –15 millions VND   | 78       | 33,2           |
|                                 | 15 –20 millions VND   | 59       | 25,1           |
| Job changes in the past 2 years | > 20 millions VND     | 34       | 14,5           |
|                                 | None                  | 88       | 37,4           |
|                                 | 1–3 times             | 107      | 45,5           |
|                                 | More than 3 times     | 40       | 17,0           |

(Source: Data analysis results from SPSS)

**Table 2. Constructs' reliability and quality testing**

| Constructs  |       | Items' core content  | Cronbach's Alpha |       |
|---|-------|--|------------------|-------|
| <b>Job-hopping attitude</b>                       | JHA1  | Switch jobs because colleagues do so   | 0,850            | 0,937 |
|   | JHA2  | Tend to change jobs for no apparent reason   | 0,886            |       |
|   | JHA3  | Switching jobs is kind of fun  | 0,871            |       |
| <b>Satisfaction on Job and working conditions</b> | SJ1   | Physical environment is appropriate  | 0,794            | 0,932 |
|   | SJ2   | Satisfied with working conditions  | 0,824            |       |
|   | SJ3   | Current job is satisfactory  | 0,841            |       |
|   | SJ4   | Current job is good  | 0,850            |       |
|   | SJ5   | Proudly mention to friends about the job   | 0,802            |       |
| <b>Satisfaction on Manager/Supervisor</b>         | SM1   | Quite enough at his/her work   | 0,892            | 0,968 |
|   | SM2   | Provides assistance in difficult cases   | 0,920            |       |
|   | SM3   | Manages subordinates in a good way   | 0,928            |       |
|   | SM4   | Always stands behind the workers   | 0,899            |       |
|   | SM5   | Considers the complaints of employees  | 0,901            |       |
| <b>Satisfaction on Co-worker</b>                  | SC1   | Satisfied with colleges on being agreed with each other                                  | 0,868            | 0,955 |
|   | SC2   | Satisfied with the people who speak and work with  | 0,893            |       |
|   | SC3   | Colleagues are hardworking   | 0,855            |       |
|   | SC4   | Satisfied with the friendship of colleagues  | 0,901            |       |
|   | SC5   | Colleagues are responsible for their duties  | 0,861            |       |
| <b>Satisfaction on External environments</b>      | SEE1  | Satisfied with the way of connection with external (suppliers, partners, etc.)           | 0,901            | 0,961 |
|   | SEE2  | The approach of the people from the external environment is good                         | 0,931            |       |
|   | SEE3  | The people that meet from the external environment do not disturb                        | 0,879            |       |
|   | SEE4  | Relationship with the people from the external environment is good                       | 0,930            |       |
|   | SEE5  | Satisfied with the people from the external environment at work                          | 0,937            |       |
| <b>Satisfaction on Promotion</b>                  | SP1   | Promotions at work are based on individual skills  | 0,903            | 0,967 |
|   | SP2   | There are regular promotion practices  | 0,879            |       |
|   | SP3   | The person who does his/her job well can get the chance to be promoted                   | 0,909            |       |
|   | SP4   | Satisfied with the notification methods of promotion                                     | 0,923            |       |
|   | SP5   | Satisfied with the opportunity of being promoted at this job                             | 0,919            |       |
| <b>Satisfaction on Pay</b>                        | SPAY1 | Pay is enough for regular expenses   | 0,888            | 0,967 |
|   | SPAY2 | Pay is appropriate when compared with other workers                                      | 0,912            |       |
|   | SPAY3 | Get fair pay for the work  | 0,909            |       |
|   | SPAY4 | Satisfied with the pay increase  | 0,892            |       |
|   | SPAY5 | Pay is good when compared with other people who work in similar positions in other firms | 0,924            |       |
| <b>Turnover Intention</b>                         | TI1   | Looking for other jobs   | 0,874            | 0,890 |
|   | TI2   | Will quit the current job in the near future   | 0,873            |       |
|   | TI3   | Thinking about switching to another organization   | 0,884            |       |
|   | TI4   | Thinking about working in another field or industry                                      | 0,964            |       |
| <b>KMO</b>  |       |  | 0,947            |       |
| <b>Sig Bartlett's</b>                             |       |  | 0,000            |       |
| <b>Total variance extracted</b>                   |       |  | 88,329           |       |

(Source: Data analysis results from SPSS)

**Table 3. Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | ,757 <sup>a</sup> | ,573     | ,559              | ,799                       | 1,688         |

a. Predictors: (Constant), JHA, SC, SJ, SEE, SPAY, SM, SP

b. Dependent Variable: TI

(Source: Data analysis results from SPSS)

**Table 4. ANOVA<sup>a</sup> Test**

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.              |
|------------|----------------|-----|-------------|--------|-------------------|
| 1          |                |     |             |        |                   |
| Regression | 194,249        | 7   | 27,750      | 43,450 | ,000 <sup>b</sup> |
| Residual   | 144,975        | 227 | ,639        |        |                   |
| Total      | 339,224        | 234 |             |        |                   |

a. Dependent Variable: TI

b. Predictors: (Constant), JHA, SC, SJ, SEE, SPAY, SM, SP

(Source: Data analysis results from SPSS)

**Table 5. Coefficients<sup>a</sup> Test**

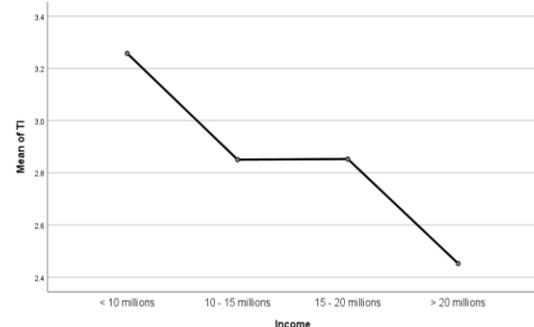
| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1     | (Constant) | 4,705                       | ,360       |                           | 13,086 | ,000 |                         |       |
|       | SJ         | ,049                        | ,077       | ,034                      | ,630   | ,529 | ,654                    | 1,528 |
|       | SM         | -,228                       | ,086       | -,188                     | -2,662 | ,008 | ,379                    | 2,639 |
|       | SC         | ,127                        | ,076       | ,098                      | 1,670  | ,096 | ,551                    | 1,816 |
|       | SEE        | -,152                       | ,073       | -,125                     | -2,085 | ,038 | ,525                    | 1,906 |
|       | SP         | -,196                       | ,088       | -,165                     | -2,233 | ,027 | ,345                    | 2,900 |
|       | SPAY       | -,375                       | ,080       | -,335                     | -4,698 | ,000 | ,371                    | 2,694 |
|       | JHA        | ,343                        | ,055       | ,284                      | 6,219  | ,000 | ,905                    | 1,105 |

a. Dependent Variable: TI

(Source: Data analysis results from SPSS)

As demonstrated in Table 5, all VIF values fall within  $1 < VIF < 5$ , indicating that multicollinearity is not a concern and the variables are correlated with each other. The relationship between variables is considered to exist with a p-value  $< 0.05$ . Therefore, four out of six aspects of job satisfaction including satisfaction with pay, promotion, manager, and external environment were found to significantly influence employees' decision to stay (p-value  $< 0,05$ ,  $\beta < 0$ ). On the contrary, satisfaction with co-workers, job and working conditions is not significant in reducing employees' intention to leave (p-value  $> 0,05$ ). Specifically, satisfaction with pay has the strongest impact on turnover intention ( $\beta = -0,335$ ), followed by manager/supervisor ( $\beta = -0,188$ ), promotion ( $\beta = -0,165$ ) and finally external environment ( $\beta = -0,125$ ). However, job-hopping attitude has a positive impact on turnover intention, and the impact is quite overwhelming (p-value  $< 0,05$ ,  $\beta = 284$ ). In order to verify the importance of satisfaction on pay to turnover intention, the ONE-WAY ANOVA comparison

method was used to test the average difference between different income groups of the survey sample. Results Sig. Levene Statistic reached  $0,960 > 0,05$ , meaning the variance between groups is homogeneous, with the Sig. value in the ANOVA test reaching  $0,008 < 0,05$ , thereby concluding that there exists a difference in the average value of turnover intention between different income groups. Turnover intention decreases as income increases (Figure 2).



(Source: Data analysis results from SPSS)

**Figure 2. Graph testing the difference between income groups**

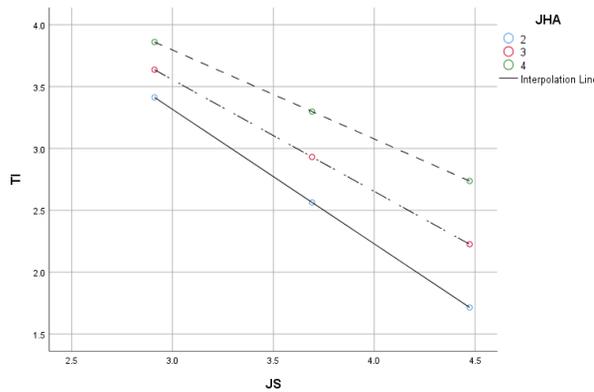
Hayes' Process Macro method was used to test hypothesis H2 with the moderating role of "job-hopping attitude". To guarantee that the moderating impact of "job hopping attitude" occurs, the outcome of JS\*JHA must be statistically significant ( $p\text{-value} < 0,05$ ). The results from Table 6 pointed out the moderating role of job-hopping attitude on the relationship between overall job satisfaction and turnover intention is significant ( $p\text{-value} = 0,0078 < 0,05$ , impact coefficient =  $0,1847 > 0$ ).

Therefore, the hypothesis H2 is supported.

**Table 6. Results of testing moderating variables**

|                 | coeff  | se    | t      | p     | LLCI   | ULCI   |
|-----------------|--------|-------|--------|-------|--------|--------|
| <b>constant</b> | 7,0565 | ,7306 | 9,6584 | ,0000 | 5,6170 | 8,4960 |
| <b>JS</b>       | -      | ,1879 | -      | ,0000 | -      | -      |
|                 | 1,3703 |       | 7,2945 |       | 1,7404 | 1,0002 |
| <b>JHA</b>      | -,3129 | ,2574 | -      | ,2253 | -,8200 | ,1942  |
|                 |        |       | 1,2158 |       |        |        |
| <b>JS*JHA</b>   | ,1847  | ,0688 | 2,6854 | ,0078 | ,0492  | ,3202  |

(Source: Data analysis results from SPSS)



(Source: Data analysis results from SPSS)

**Figure 3. Graph of the moderating role of job-hopping attitude.**

**Table 7. Results of testing research hypotheses**

| Hypothesis | Statement   | Standardized ( $\beta$ ) | p-value | Result    |
|------------|---|--------------------------|---------|-----------|
| H1         | Job-hopping attitude positively impacts turnover intention.   | ,284                     | ,000    | Supported |
| H2         | Job-hopping attitude has a positive moderating role in the negative relationship between job satisfaction and turnover intention, whereby job satisfaction will have a stronger negative impact on turnover intention when job-hopping attitude is lower. | ,1847                    | ,0078   | Supported |
| H3         | Overall job satisfaction has a negative impact on turnover intention.   | Partially supported      |         |           |
| H3a        | Satisfaction on Job and working conditions has a negative impact on turnover intention.   | ,034                     | ,529    | Rejected  |
| H3b        | Satisfaction on Manager/supervisor has a negative impact on turnover intention.   | -,188                    | ,008    | Supported |
| H3c        | Satisfaction on Co-workers has a negative impact on turnover intention.   | ,098                     | ,096    | Rejected  |
| H3d        | Satisfaction on External environment has a negative impact on turnover intention.   | -,125                    | ,038    | Supported |
| H3e        | Satisfaction on Promotion has a negative impact on turnover intention.  | -,165                    | ,027    | Supported |
| H3f        | Satisfaction on Pay has a negative impact on turnover intention.  | -,335                    | ,000    | Supported |

(Source: Summary of research results)

As illustrated in Figure 3, when job-hopping attitude is involved, the slope showing the negative relationship between overall satisfaction and turnover intention tends to be steeper in lower values of JHA. In more detail, the lower the job-hopping attitude, the stronger the effect of satisfaction in reducing the turnover intention. Conversely, when the job-hopping attitude is high, satisfaction still mitigates turnover intention, but to a lesser extent. This findings suggest that even employees who are satisfied with their jobs may still consider leaving if attracted by this wave of job-hopping. This also especially emphasizes the need for the tourism industry to have strategies to maximize satisfaction for human resources to retain them.

In summary, the two hypotheses concerning a job-hopping attitude were supported, whereas the hypothesis related to job satisfaction was partially supported, with four out of six sub-hypotheses accepted and two rejected, as shown in Table 7.

#### 4. CONCLUSION

The results of the study confirmed the importance of increasing overall job satisfaction for young employees in the tourism industry, as well as the negative and uncontrollable influence of job-hopping attitudes. Firstly, higher job satisfaction significantly reduces employees' likelihood of leaving their current positions. This confirmed the relationship between overall satisfaction and turnover intention in the tourism industry in previous studies to be significant (Chung & Jeon, 2020; Hefny, 2021). Among the various dimensions of job satisfaction, satisfaction with pay has the strongest negative influence on turnover intention, indicating the large role of remuneration and benefits in employee retention. And this finding further shows that income stability is extremely important for employees in an industry highly dependent on nature and sensitive to unexpected factors such as tourism. Not only pay, but promotion also serves as a crucial factor in reducing employees' intention to leave. This is consistent with the tendency mentioned in urgency, of loyalty becoming more transactional, as employees perceive better pay or opportunities if they leave their current organization. In addition, the managerial relationships and the

organization's external network also need to be considered, because these factors play a role in maintaining employees. However, the study results add to the aforementioned studies that not all dimensions of satisfaction play a role in reducing turnover intention, specifically job and working conditions and co-workers. This can be explained since the tourism industry is job-diverse but less stable; therefore, employees may tend to have low expectations about on-site working conditions, supportive external social networks, isolated work roles, or short-term job tenure.

On the other hand, the challenge for the tourism industry in general, and tourism organizations in particular, is that job-hopping remains an uncontrollable factor. That means many employees may choose to leave if influenced by "job hoppers" around them, or even just change for fun. Especially younger employees are more likely to have job-hopping intentions and behavior (Yuen, 2016). In addition, the results show that "job-hopping attitude" not only directly increases turnover intention but can also weakens the negative impact of job satisfaction on turnover intention when job-hopping attitude is high. This reinforces the idea that even satisfied employees can be affected by being aware of this job-hopping tendency in the labor market. This result contributes to the broader literature on the complexity of organizational behavior, demonstrating the existence of factors beyond the control of the organization, which in turn can lead to changes in positive relationships that were previously taken for granted. At the same time, this study confirms that the concept proposed by Buang et al. (2016) is significant, as well as further confirm the negative relationship that is considered obvious between job satisfaction and turnover intention can also be influenced by other factors from the labor market (Huang et al., 2017). Hence, establishing and increasing satisfaction needs to be truly valued.

The study proposes several implications for the tourism industry and organizations. Since job-hopping is uncontrollable, it's critical to optimize satisfaction. First, organizations must implement competitive compensation and benefits policies to ensure financial stability for employees, which

has been identified as a key factor in reducing turnover intention.. Simultaneously, promotion also needs to be focused through training and creating opportunities for talented people to take on more responsibilities to increase their satisfaction and long-term commitment. Furthermore, managers also need to take an active role in connecting and being willing to support employees. Finally, a critical weakness of the tourism industry is related to the linkages in the tourism supply chain. Strengthening these external linkages through the expansion of cooperation, and the integration of technology in management will not only minimize the industry's human resource shortage situation but also contribute to building a strong and sustainable tourism industry.

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