

An Analysis of Employee Turnover Intention in the Airport Catering Industry: A Case Study of HZ Company[†]

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Abstract

The objectives of this research were as follows: 1) To investigate the factors influencing employee turnover intention at HZ Company; and 2) To formulate a comprehensive set of strategies and initiatives aimed at addressing challenges related to employee turnover intention within HZ Company. The research employed quantitative analysis and the data were collected from a sample of 300 employees at HZ Company using simple random sampling. Pearson's correlation and multiple regression analysis were used for data analysis.

The research findings revealed that: 1) several key factors influenced employee turnover intention at HZ Company. Work demands were identified as a significant contributor, with higher demands correlating positively with turnover propensity. Conversely, workplace justice had minimal impact, while surprisingly, high work engagement showed a positive relationship with turnover intention. Additionally, a positive organizational culture mitigated turnover, while compensation and benefits played a pivotal role, with inadequate offerings leading to higher turnover rates; 2) strategies and initiatives aimed at addressing challenges related to employee turnover intention within HZ Company. Firstly, nurturing a robust employee care system was deemed paramount. This involved organizing regular staff activities, providing psychological counseling, offering career planning guidance, and establishing a transparent feedback mechanism. By enhancing the sense of belonging and satisfaction among employees, such measures significantly reduced turnover rates. Secondly, improving salary and benefits packages was considered crucial. Adjusting salary levels, increasing annual bonuses, and providing ample training opportunities enhanced employee motivation and loyalty, thereby retaining top talent within the organization. Additionally, expanding promotion channels ensured that capable employees were provided with ample growth opportunities, fostering a culture of meritocracy and professional development. Effective communication and feedback mechanisms further reinforced this by addressing employee concerns and grievances promptly, while also conducting thorough analyses of resignation reasons for necessary adjustments.

Keywords: Turnover intention, Human resource management, Airport catering industry

Introduction

MileagePlus, a human resources service provider, released the "2023 Separation and Salary Adjustment Research Report" (the "Report") to provide reference for corporate employee retention and motivation. According to the Report, the overall departure rate of employees in 2022 is 17.9 %, a decrease of 0.9 percentage points compared with 2021, and the overall turnover of personnel has slowed down compared with last year. The analysis suggests that due to the downturn in the global economy, the recurrence of local epidemics and other uncertainties, job opportunities in some industries and enterprises have decreased significantly, the space for individuals to choose a career has contracted, the mentality of stability has intensified, and the overall turnover rate has shown a downward trend. the overall turnover

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rate of major industries in 2022 is lower than that of 2021. The top 3 industries in terms of separation rate are catering/hotel/tourism, sports/education/media and real estate, with 22.7, 21.1 and 19.4 %, respectively. Compared with other industries, the pharmaceuticals and healthcare and finance industries operate relatively smoothly and have relatively low separation rates (Yu, 2022).

Like a “black swan”, the new coronavirus epidemic has come as a surprise, dealing a heavy blow to our economy and society, as reflected in various areas such as manufacturing, agriculture, services, employment, poverty alleviation, import and export trade, and so on. (Bai & Gao, 2019). Due to the long incubation time of the new coronavirus and the phenomenon of human-to-human transmission, the Party and the State advocated that the general public should not gather, be less active, take less public transport, go less to public places for shopping and gatherings, go less out for meals and travelling, and that home vaccination has become the best choice. As airport catering enterprises mainly rely on customers to dine at home, the reduction of residents' consumption outside the home has aggravated the crisis of the enterprises. During the epidemic, shop rent, staff wages, loss of raw materials became a heavy burden on the head of the enterprise, many catering enterprises are on the verge of closure; after the epidemic era, the change of residents' consumption habits, food safety issues, rising costs and so on has become the airport catering enterprises to restore the production of a difficult hurdle. How to stabilise the catering enterprises in the post epidemic era, stimulate consumption and then stabilise the local economy has become a top priority (Zhang & Shuang, 2022).

In the modern society of rapid economic and technological development, the comprehensive quality of enterprise employees is constantly improving, and they have a more comprehensive understanding of the significance of a job, and employees are more and more concerned about whether the work can improve their own ability, and whether they can grow up in the work. Employees will improve their business ability through learning and training, and at the same time, employees also care about the excellent platform and fair promotion opportunities provided by the enterprise, so the enterprise employees pay more attention to the organization's career management, which largely affects the employees' tendency to leave the company. With the increasing importance of human resources, staff satisfaction has gradually become an important indicator for judging the competitiveness of enterprises, which has a direct impact on the economic efficiency of enterprises (Zhang, 2021). Generally speaking, there is a significant positive correlation between the satisfaction of enterprise staff and their economic benefits, so many enterprises have begun to study the relationship between enterprise staff turnover and satisfaction, and study how to improve staff satisfaction, and then control and reduce the turnover rate, to promote the sustainable and healthy development of enterprises. In fact, there are already many scholars on the relationship between employee satisfaction and the tendency to leave the study, some scholars through analysis, pointed out that the enterprise can through the improvement of employee satisfaction to reduce its tendency to leave, so enterprises must fully understand the enterprise employee satisfaction and actively take measures to improve the enterprise employee satisfaction (Tianli, 2021).

Some studies show that the enterprise can have a good benefit directly by the enterprise internal staff satisfaction, the main performance of the enterprise staff satisfaction is higher, the staff will have more enthusiasm for work, the subjective initiative is stronger; if the opposite, then there will be a reduction in staff efficiency, or even resignation, will directly reduce the operating efficiency of the enterprise. However, according to relevant data, in recent years, the departure rate of grass-roots employees has been ranked above the level of positions, this situation directly affects the development strategy of the enterprise, resulting in the enterprise cannot stabilize the production and operation, it is a direct increase in the cost of employing enterprises, disrupting the employment plan, directly on the enterprise's long-term strategic plan to cause adverse effects (Alshammari, 2016). Relative to other industries, the catering industry is mainly manual labor, almost no professional threshold, so it will attract a variety of personnel employment. However, the catering industry also exists in the working environment is poor, the work intensity of the actual situation, and relative to other industries, the catering industry in wages and benefits and other aspects of no advantage, the catering industry employees in society is also at the bottom of the status, which led to a greater turnover of employees in the actual situation. The high turnover rate of employees is common in the catering industry (Chen, 2020; Pekerşen & Tugay, 2020; Lee & Liu, 2021).

Since its establishment, Beijing HZ Company has been taking “providing travelers with excellent catering experience” as its mission. Its main business is airport terminal catering, supplemented by airline catering business, and it has become a chain enterprise with certain brand reputation and strong comprehensive strength in the domestic airport catering industry. It covering Chinese food, Western food, fast food, Southeast Asian food, coffee shops, desserts and other types of catering services. In line with the business philosophy of “commercial operation of tourism catering, brand management, group operation”, we strive to build HZ Company into a modern tourism catering company with high specialization, market share and operational capacity, and build HZ brand into the most competitive brand operator in the field of tourism catering in China. HZ Company operates the terminal catering as its main business, and operates the terminal catering as its main business. Terminal catering as its main business, and the majority of grassroots employees operating catering services. In 2021, the 5 shops in Beijing had a total of more than 600 employees. The focus of the research in this thesis is on one of the HZ Company’s outlets, so all of the following raw data are provided by the shops’ personnel supervisors, on which the data analyses that follow are also based.

Since the opening of HZ Company in 2016, its human resource management department will summaries the statistics on the number of personnel recruited and the number of people who left the company in the current year at the end of each year, which ensures the accuracy of the data in this survey work. Through the combing of HZ company’s human resources related data and information for the period from 2016 to 2021, and the number of personnel recruited, turnover, and turnover rate among them were summarized and analyzed.

HZ Company was in a kind of stable advance development stage in 2016 - 2017, with the number of grassroots staff new recruits being greater than the number of grassroots staff turnover, and the grassroots staff turnover rate was controlled at less than 10 %, which is already low in the field of retailing industry, and proves the company’s steady operation. Since 2018, the micro business, e-commerce continues to go high, HZ company grass-roots employee turnover rate has risen sharply, has been more than 20 % for 3 consecutive years, and there is a trend of continuous climb, to human resource management department in the recruitment of personnel to bring great pressure. The enterprise is in the state of not being able to recruit and not being able to retain. More and more new employees as well as old employees in the "donkey looking for a horse" mentality, although just joined, but if there are better job opportunities do not hesitate to resign, or worse, the trial period has not yet passed the employee has already left. This situation has caused a great waste of staff training and management resources, and also seriously affected the normal operation and sustainable development of the enterprise itself, which has a great impact on the enterprise (Huang, 2020). From the point of view of employee characteristics, HZ Company’s grassroots staff loss presents the following features. From the age of the departed employees, mainly concentrated in the employees under 30 years old, accounting for 71 %; 29 % of the departed employees over 30 years old. In terms of the length of service, 60 % of the employees left the company after less than one and a half years of service, 21 % after one and a half years to two years, and 19 % after more than 2 years of service. The length of tenure affects turnover, which is inversely proportional to the length of tenure. 78 % of the turnover employees are female, 74 % of the turnover of high school and below high school education, 23 % of the specialist education; from the family composition, the turnover rate of unmarried employees is 65 %, unmarried employees are more mobile, the turnover rate of married employees is 35 %, of which the turnover rate of the employees who have children is 25 %, which is much lower than the turnover rate of unmarried employees which is 75 %. Although grass-roots staff mobility is commonplace in the catering industry, but compared to the stable development of the early stage of operation, the sudden surge in staff turnover, a serious constraint on the future development of the enterprise, so the grass-roots staff to carry out a special study of the higher turnover rate is imperative. From the enterprise itself and the grassroots together, relying on existing data and research and analysis of the grassroots, to find the main reasons affecting staff turnover, and put forward effective measures to rectify the situation, in order to enhance the HZ company and even the same industry's manpower management standards have great practical significance.

“A tree is born at the end of a thread; a nine-story platform is built on a base; a journey of a thousand miles begins with a single step”. Grassroots employees are the cornerstone of an enterprise to thrive, the

competition between enterprises is ultimately a competition for employees. As the backbone of revenue generation of grass-roots employees in the importance of catering is self-evident, but in this fast-growing economy, with the increase in employment opportunities, employees have more space for employment choices, the proportion of job-hopping is rising, grass-roots staff turnover phenomenon is also becoming more and more serious. This situation not only leads to the loss of customers, leakage of trade secrets, but also affects the daily operation of the enterprise, its recruitment, training costs will also increase, has been a serious constraint on the long-term development of the enterprise (Wu, 2022).

The outbreak of COVID-19 has put many catering companies in a life and death situation. In this situation, which is full of variables, how to survive and how to survive during the post epidemic period has become an urgent problem (Varasteh et.al, 2022). The massive loss of business personnel increases the company's recruitment pressure at the same time increases the difficulty of business operations, which can lead to a decline in costs, productivity and service quality, which in turn affects the number of customers, reduces profits and limits the development of the company. This paper takes Beijing HZ Company as an example, carries out in-depth research on it, finds out the main reasons arising from its staff turnover, and puts forward corresponding countermeasures, which can effectively control staff turnover and ensure the healthy development of HZ Company. Through the research of this paper, it can provide strong theoretical support for the employee turnover, employee satisfaction and human resource management of HZ Company.

Research objectives

- 1) To investigate the factors influencing to employee turnover intention at HZ Company.
- 2) To formulate a comprehensive set of strategies and initiatives aimed at addressing employee turnover intention challenges within HZ Company.

Research hypothesis

Work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, and compensation and benefits influencing employee satisfaction, and lead to employee turnover intention

Methodology

The questionnaire was designed as 48 multiple choice questions. The first 6 questions mainly collect the basic personal information of the employees, and the statistics on 6 aspects of the employees, such as gender, age, marital status, education level, position, and working hours, are provided respectively. The questionnaire is targeted at grassroots employees and mainly aims to understand the basic information of grassroots employees who are currently working. Questions 7 to 48 are mainly to find out the grassroots employees' views on these measurements from the independent variables (work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, compensation and benefits) and dependent variable (intention to leave the job and employee satisfaction). In order to analyses the statistics more intuitively, each question is scored as "very accurate", "quite accurate", "moderately accurate", "slightly accurate", "not accurate". Each question is scored 5 points for "very accurate", 4 points for "quite accurate", 3 points for "moderately accurate", 2 points for "slightly accurate" and 1 point for "not accurate" in order to reflect the results of the questionnaire more intuitively.

Dependent variable

Intention to leave, which is the dependent variable of this research, the researcher has defined operational definitions and measurement or questionnaire items used in data collection, as shown in **Table 1**.

Independent variable

Work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, and compensation and benefits, which is the independent variable of this

research, the researcher has defined operational definitions and measurement or questionnaire items used in data collection, also shown in **Table 1**.

Table 1 Operational definitions and measurements of variables.

Types	Variables	Operational definition	Measure (items)
Dependent variables	Intention to leave	Intention to leave refers to an individual's inclination or willingness to voluntarily resign or quit their current job or position	1) I often think about quitting my job. 2) I will probably look for a job outside of this organization within the next 3 years. 3) It is very unlikely that I would ever consider leaving this organization. 4) I prefer very much not to continue working for this organization. 5) I will likely actively look for a new job in the next year. 6) I would quit my present job for a similar position with better pay in another organization at the least opportunity. 7) As soon as I can find a better job, I will quit this organization.
	Employee Satisfaction	Employee Satisfaction is defined as a pleasurable emotional state that results from ones' appraisal for his/her job. It represents how employees feel and think about their job.	1) The organization makes my work more interesting. 2) The organization helps me deal with practical issues at work. 3) The organization helps me deal with problem at work. 4) The organization helps me to deal with personal issues at work. 5) The organization makes me a better worker. 6) The organization make me a more interesting person at work.
Independent variables	Work demands	Work demands are defined as the physical, mental, social, or organizational parts of a job that require continued physical and/or mental efforts.	1) I find the workload very heavy. 2) Work is full of difficulties and challenges. 3) Balancing work and family responsibilities is becoming increasingly difficult. 4) I have little autonomy at work. 5) I have good emotional self-regulation skills.
	Workplace justice	Workplace justice is defined as the extent to which employees are treated fairly and with respect in the workplace	1) I think the scheduling time is unreasonable. 2) No one listens to my suggestions to the company. 3) Men and women are respected equally in my organization. 4) I am not informed about major decisions in my organization. 5) The company evaluates employee performance fairly.
	Organizational culture	Organizational culture is commonly known as the values, beliefs and basic assumptions that help guide and coordinate member behaviour.	1) The company has many rules and procedures. 2) The company seldom allows employees to learn about the organizational culture of the company. 3) The company values teamwork, participation and loyalty. 4) The organizational climate in the company is demoralizing. 5) I don't have a strong sense of belonging in the company.

Types	Variables	Operational definition	Measure (items)
	Work engagement	Work engagement is a positive fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.	1) I am burned out on my job. 2) My supervisor rarely gives me encouragement and support. 3) I have a poor job fit with my colleagues. 4) I don't feel supported or valued by the organization. 5) I am confident in my work. 6) I can take the initiative to complete my work.
	Promotion and employment opportunities	Employment opportunity means the autonomy of the labour force to choose whether or not to take up a position appropriate to its skills.	1) This company seldom conducts employee skills training. 2) The company has no systematic career planning. 3) The company's "old mate" network limits opportunities for promotion to senior positions. 4) Both men and women have opportunities for career development in the company.
	Compensation and benefits	Compensation is the reward for labour and represents the different forms of economic income and tangible benefits that employees receive from their employers for their work.	1) I am satisfied with the salary income I get in the company. 2) The company's benefit package is weak. 3) The company pays compensation in a single way.

The generated questions stemmed from a review of relevant theories and research regarding employees' intentions to resign, totaling 41 items. Researchers initially tested the questionnaire with a sample group of 10 individuals to assess comprehension and ease of response. Subsequently, after adjustments, 3 experts evaluated the content validity, assessing the Index of Item Objective Congruence (IOC). Results indicated that the questionnaire items achieved content validity, with IOC values ranging between 0.67 and 1.00, meeting established criteria (Polit & Beck, 2006; Wathanakom et al., 2021).

Results and discussion

Analysis of reliability

Reliability refers to reliability, which is the degree of consistency in obtaining the same results when the same thing is measured repeatedly using the same indicator or measurement tool. Reliability analysis is used to study the reliable accuracy of responses to quantitative data). The steps of analysis are generally as follows:

- 1) Analyze the alpha coefficient, if the alpha coefficient is higher than 0.8, it means that the reliability is good; if the alpha coefficient is between 0.7 and 0.8, it means that the reliability is good; if the alpha coefficient is between 0.6 and 0.7, it means that the reliability is acceptable; if the alpha coefficient is less than 0.6, it means that the reliability is not good;
- 2) If the CITC value is lower than 0.3, the item can be considered to be deleted;
- 3) If the value of the "alpha coefficient of the deleted item" is significantly higher than the alpha coefficient, then the item can be considered for deletion and re-analysis;
- 4) Summaries the analysis. The most commonly used reliability coefficient is the alpha reliability coefficient, which generally takes into account the intrinsic reliability of the scale - whether or not there is a high degree of internal consistency between the items.

The analysis of the selected options using software resulted in a reliability coefficient value, which is greater than 0.6, thus indicating that the quality of the reliability of the study data is acceptable. The analyses were re-run after deletion adjustments based on the second and third steps. Separate reliability analyses were conducted for propensity to leave, work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, and compensation and benefits, and the

overall Cronbach's α coefficient of this paper after adjustment was 0.908, and the results of Cronbach's α coefficients for different dimensions specifically are shown in **Table 2**.

Table 2 Cronbach's reliability analysis.

Variables	Correction term total correlation (CITC)	Deleted α coefficients for items	Cronbach's α coefficient
Intention to leave	0.867	0.882	0.908
Work demands	0.647	0.908	
Workplace justice	0.634	0.907	
Work engagement	0.870	0.878	
Organizational culture	0.847	0.881	
Promotion and employment opportunities	0.714	0.896	
Compensation and benefits	0.651	0.902	
Standardized Cronbach's α coefficient: 0.915			

From the above table, it can be seen that the value of the reliability coefficient is 0.908, which is greater than 0.9, thus indicating that the data reliability of the study is of high quality. For the "alpha coefficient of item deleted", there is no significant increase in the reliability coefficient when any question item is deleted, thus indicating that the question item should not be deleted. Regarding the "CITC value", the CITC values of the analyzed items are all greater than 0.4, which indicates that there is a good correlation between the analyzed items, and at the same time, it also indicates that the reliability level is good. To sum up, the reliability coefficient value of the research data is higher than 0.9, which comprehensively indicates that the data reliability is of high quality and can be used for further analyses.

Pearson's correlation coefficient of all variables

The Pearson's correlation coefficients among various variables related to employee turnover and satisfaction reveals several significant relationships as show in **Table 3**. Work demands show strong positive correlations with promotion and employment opportunities ($r = 0.742$), workplace justice ($r = 0.663$), and compensation and benefits ($r = 0.664$). This suggests that employees facing higher work demands tend to perceive greater opportunities for advancement, fair treatment, and better compensation. Additionally, work demands are moderately correlated with work engagement ($r = 0.651$), indicating that higher demands are associated with increased employee engagement.

Table 3 Pearson's correlation coefficient of all variables.

	Work demands	Workplace justice	Work engagement	Organizational culture	Promotion and employment opportunities	Compensation and benefits
Work demands	1					
Workplace justice	0.663	1				
Work engagement	0.651	0.526	1			
Organizational culture	0.516	0.415	0.492	1		
Promotion and employment opportunities	0.742	0.253	0.528	0.685	1	
Compensation and benefits	0.664	0.326	0.363	0.115	0.165	1

Organizational culture also plays a crucial role, showing a strong correlation with promotion and employment opportunities ($r = 0.685$), emphasizing the importance of a supportive culture in providing career growth prospects. However, the relationships between organizational culture and compensation and benefits ($r = 0.115$), as well as between promotion opportunities and compensation ($r = 0.165$), are relatively weak. These findings highlight the complexity of employee satisfaction and turnover, suggesting that a multifaceted approach addressing work demands, justice, engagement, and culture can enhance job satisfaction and reduce turnover rates.

According to the Pearson coefficient analysis results, this paper finds that the coefficient relationship among various variables presents an unrelated relationship, and the tendency between job satisfaction and turnover of employees to be studied in this paper needs to be analyzed by further regression analysis.

Regression analysis

Factors influencing employee satisfaction at HZ Company

The results of influencing employee satisfaction were summarized in **Table 4** below:

Table 4 Results of Linear Regression Analysis on employee satisfaction ($n = 300$).

	Standardized coefficient	Multicollinearity diagnostics	
	Beta	VIF	Tolerance
Constant	-0.245**	-	-
Work demands	0.091**	1.252	0.339
Workplace justice	-0.002	1.376	0.425
Work engagement	0.391	2.613	0.241
Organizational culture	0.213**	2.548	0.228
Promotion and employment opportunities	0.098*	2.017	0.381
Compensation and benefits	0.345***	1.680	0.342
R^2		0.816	
Adjusted R^2		0.793	
F	F (6, 293) = 168.216, $p = 0.000$		
D-W		1.528	

Dependent variable: Employee satisfaction

*: $p < 0.1$; **: $p < 0.05$; ***: $p < 0.01$

The regression analysis results indicate several key factors influencing employee satisfaction at HZ Company. The standardized coefficient for the constant term is -0.245, suggesting that the baseline level of employee satisfaction would be negative if all other variables were held at zero. Among the factors analyzed, work demands, with a Beta of 0.091, are positively associated with employee satisfaction and statistically significant at the 0.05 level. Organizational culture also positively impacts employee satisfaction, with a Beta of 0.213 and significance at the 0.05 level. Compensation and benefits emerge as the most influential factor, with a substantial Beta of 0.345, significant at the 0.01 level, indicating that better compensation and benefits significantly enhance employee satisfaction. Promotion and employment opportunities, though having a smaller effect, are still positively related to satisfaction, with a Beta of 0.098 and significance at the 0.1 level.

Interestingly, workplace justice and work engagement, despite their theoretical importance, do not show significant effects in this model, with Betas of -0.002 and 0.391, respectively. The model as a whole explains a substantial portion of the variance in employee satisfaction, with an R^2 of 0.816 and an adjusted

R^2 of 0.793. The F-statistic of 168.216 ($p = 0.000$) underscores the model's overall significance. Additionally, the Durbin-Watson statistic of 1.528 suggests no severe autocorrelation issues. Multicollinearity is not a concern, as all VIF values are well below 10. These findings highlight the critical role of compensation, organizational culture, and work demands in shaping employee satisfaction, providing valuable insights for enhancing employee well-being at HZ Company.

Factors influencing employee turnover intention at HZ Company

From the **Table 5**, it can be seen that work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, compensation and benefits are taken as independent variables while propensity to leave the job is taken as dependent variable for linear regression analysis.

Table 5 Results of linear regression analysis (n = 300).

	Standardized coefficient	Multicollinearity diagnostics	
	Beta	VIF	Tolerance
Constant	-	-	-
Work demands	0.091	1.797	0.557
Workplace justice	-0.002	1.852	0.540
Work engagement	0.491	3.613	0.277
Organizational culture	0.239	3.466	0.288
Promotion and employment opportunities	0.041	2.122	0.471
Compensation and benefits	0.145	1.750	0.572
R^2		0.782	
Adjusted R^2		0.778	
F	F (6, 293) = 175.438, $p = 0.000$		
D-W		1.647	

Dependent variable: Intention to leave

* $p < 0.05$ ** $p < 0.01$

From the above table, the model equation is:

Intention to leave job = $-1.504 + 0.213 \times \text{Work Demand} - 0.004 \times \text{Workplace Justice} + 0.529 \times \text{Work Engagement} + 0.330 \times \text{Organizational Culture} + 0.062 \times \text{Promotion and Employment Opportunities} + 0.213 \times \text{Compensation and Benefits}$.

Among the variables examined, work engagement stands out with the highest positive standardized coefficient (Beta = 0.491), indicating a strong relationship between increased engagement and a higher intention to leave. This paradoxical result may suggest a misalignment between employee expectations and the realities of their roles or the organizational environment. Organizational culture also plays a substantial role (Beta = 0.239), showing that better cultural attributes are associated with a higher intention to leave, possibly pointing to unmet employee aspirations or cultural mismatches. Compensation and benefits (Beta = 0.145) moderately influence turnover intentions, highlighting the importance of competitive remuneration packages in retaining employees. Other factors, such as work demands (Beta = 0.091), workplace justice (Beta = -0.002), and promotion opportunities (Beta = 0.041), exhibit relatively minor effects on turnover intentions. The model's high explanatory power ($R^2 = 0.782$, Adjusted $R^2 = 0.778$) and the significant F-statistic ($F(6, 293) = 175.438$, $p = 0.000$) underscore the robustness of these findings. Additionally,

multicollinearity diagnostics show no severe issues, ensuring the reliability of the results. These findings suggest that HZ Company should focus on aligning work engagement initiatives with employee expectations, enhancing organizational culture, and offering competitive compensation to effectively reduce turnover intentions.

The mediating role of employee satisfaction

The research shows that employee satisfaction plays an important role in mediating employee turnover intention. Employee satisfaction refers to employees' satisfaction with their work, salary, leadership and organization. Turnover intention refers to the tendency of employees to leave the current organization or to seek new employment opportunities.

High level of employee satisfaction can reduce employee turnover intention

When employees feel they are fairly compensated, well managed and supported, and able to grow and develop within the organization, they are more likely to stay and work for their current organization. Therefore, improving employee satisfaction can effectively reduce employee turnover.

Employees are the most valuable resources of the enterprise, and their departure will cause a certain degree of loss to the enterprise. Therefore, it is very important for enterprises to improve employee satisfaction and reduce employee turnover rate.

First of all, a high level of employee satisfaction can enhance employees' sense of belonging and loyalty to the company. When employees feel respected, recognized, and treated fairly, they are more likely to stay in a place that gives them room to grow and a sense of accomplishment.

Secondly, good leadership and management are also key factors affecting employee satisfaction and retention. Good leaders motivate team members and create a good environment for them to learn and develop; Effective management, on the other hand, keeps the team running smoothly and with clear goals.

In addition, pay and benefits should also be given enough attention. Reasonable and fair compensation and a well-diversified and competitive benefits system will help to increase employee identification with the company's organizational culture and values, and thus reduce turnover.

Low level of employee satisfaction may increase turnover intention.

If there is a high level of injustice, lack of promotion opportunities, or poor communication in an organization, it is likely that some or most people will choose to leave their current positions in search of new opportunities.

With the development of social economy and the intensification of talent flow, enterprises pay more and more attention to employee satisfaction. Some studies have shown that low levels of employee satisfaction may lead to an increased tendency of employees to quit.

First, low levels of employee satisfaction often reflect problems with internal management and culture. For example, lack of good leadership, unfair compensation system, lack of promotion opportunities and other factors may affect employees' recognition and sense of belonging to the company. If these problems are not solved for a long time, it is easy to make employees tired and choose to leave the current company.

Secondly, in the modern society, people pay more attention to the realization of personal value and happiness. It is difficult and frustrating to work long term in an environment where there is no sense of satisfaction and accomplishment. Therefore, under the low level of employee satisfaction, many employees choose to actively look for new positions in order to pursue better development opportunities or better treatment.

Finally, in an era of intense competition and high information transparency, companies need to fully recognize that improving employee satisfaction is critical to retaining good talent. Only by improving internal management, providing a good workplace environment and giving reasonable incentive measures to enhance the sense of identity of all employees to the company's organizational culture and values can we effectively reduce the negative effects of high turnover and rising recruitment costs caused by low level of employee satisfaction.

In general, employee satisfaction, an important variable, should be fully taken into account when considering factors affecting turnover decision. By improving the internal environment of the enterprise, enhancing the management level and establishing the healthy and stable development culture atmosphere, the overall internal talent retention rate of the enterprise is improved.

The research findings underscore the significant impact of employee satisfaction on turnover intention. It is well-established that a low level of employee satisfaction may increase the propensity for employees to seek alternative employment opportunities (Lasisi et al., 2020). This phenomenon is often exacerbated by factors such as perceived injustice, limited promotion prospects, and ineffective communication within the organization (Sarwar & Muhammad, 2020).

In today's dynamic socio-economic landscape, where talent mobility is increasingly prevalent, enterprises are placing greater emphasis on fostering employee satisfaction (Allen & Vardaman, 2021). Research indicates that low levels of employee satisfaction can indeed lead to higher turnover intentions. This correlation can be attributed to various internal management and cultural challenges within the organization (Ramlawati et al., 2021). For instance, inadequate leadership, unfair compensation structures, and limited growth opportunities can diminish employees' sense of belonging and fulfillment (Shore & Chung, 2022). Consequently, prolonged exposure to such conditions may prompt employees to seek alternative career paths (Huo, 2021).

Moreover, in the modern era, individuals prioritize personal fulfillment and happiness in the workplace. The absence of satisfaction and fulfillment can lead to frustration and disillusionment among employees (Santos & Reyes, 2023). Consequently, many opt to actively pursue new opportunities that offer better prospects for professional development and job satisfaction (Wang & Lei, 2023). Given the competitive nature of today's business environment and the heightened transparency afforded by digital platforms, companies recognize the imperative of enhancing employee satisfaction to retain top talent. Addressing internal management issues, fostering a positive work environment, and implementing effective incentive mechanisms are essential for bolstering employees' sense of belonging and commitment to the organizational culture and values (Singha, 2024). By prioritizing employee satisfaction, enterprises can mitigate the adverse effects of high turnover rates and the associated recruitment costs (Mahadi et al., 2020).

In conclusion, it is imperative for organizations to prioritize employee satisfaction as a crucial variable in mitigating turnover intentions. By proactively addressing internal challenges, enhancing managerial effectiveness, and cultivating a culture of stability and growth, enterprises can improve overall employee retention rates.

Conclusions

The factors influencing to employee turnover intention at HZ Company

The regression analysis conducted on factors influencing employee turnover intention at HZ Company reveals significant insights into the relationship between various workplace factors and the propensity to leave. Work demands, workplace justice, work engagement, organizational culture, promotion and employment opportunities, and compensation and benefits were considered as independent variables, with the intention to leave the job as the dependent variable.

The model equation derived from the regression results indicates that work demands, work engagement, organizational culture, and compensation and benefits have significant positive relationships with the intention to leave the job. Specifically, work engagement and organizational culture exhibit the strongest positive influences, followed by compensation and benefits. Workplace justice and promotion and employment opportunities, however, do not appear to have significant impacts on the intention to leave.

The model's high explanatory power, as indicated by an R-square value of 0.782, suggests that the included variables collectively explain 78.2 % of the variation in the propensity to leave. Furthermore, the F-test confirms the overall significance of the model, implying that at least one of the considered factors influences the intention to leave. Multicollinearity diagnostics demonstrate no issues of covariance, and the Durbin-Watson value indicates no autocorrelation, enhancing the model's reliability.

In summary, this analysis highlights the critical role of factors such as work engagement, organizational culture, and compensation and benefits in shaping employee turnover intentions at HZ

Company. Addressing these factors effectively could help mitigate turnover and foster a more stable and satisfied workforce.

Comprehensive set of strategies and initiatives aimed at addressing employee turnover intention challenges within HZ Company

According to the results of interview analysis, this paper finds that HZ company has taken a series of measures to alleviate the tension in dealing with employees' turnover tendency. These measures are summarized in **Table 6**:

Table 6 Strategies and initiatives of HZ company to address turnover intention.

Strategies	Initiatives
Strengthen employee care	Regularly organize staff activities Provide psychological counseling Career planning guidance Establish a feedback mechanism Pay attention to welfare benefits
Raise wages and benefits	Make a reasonable assessment according to the actual performance of the employee and the market situation The year-end bonus is an important consideration when it comes to improving the welfare package
Expand promotion channels	Pay attention to objective evaluation criteria Establish a clear assessment process and procedure in the promotion system Take into account the training and development of new talents
Strengthen communication and feedback	Establish smooth and effective communication channels, and make timely improvements based on listening to the opinions of employees

HZ Company's proactive approach to addressing turnover intention encompasses a range of strategic initiatives aimed at promoting employee well-being, fair compensation, career growth, and effective communication. By prioritizing these areas, the company endeavors to create a supportive work environment conducive to employee retention and organizational success.

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