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Role stress and turnover intention in hotels: the mediating role of organizational enthusiasm and unstimulating work

Abstract

Because it is a prevalent problem in the hospitality sector, turnover is studied widely. To handle this problem, it is critical to examine employees' turnover intentions. This study therefore investigated the relationship between turnover intention and role stress, and the mediating role of organizational enthusiasm and unstimulating work. Data was collected from 418 respondents working in 5-star hotels in Turkey. The results reveal a positive relationship between role stress and turnover intention, and that organizational enthusiasm and unstimulating work play mediating roles. This paper discusses the implications of these findings and makes a number of practical recommendations.

Key words: role stress; turnover intention; enthusiasm; unstimulating work; Turkey

Introduction

The problem of staff quitting their jobs is a pressing issue within hotel management (Ghiselli, Lopa & Bai, 2001; Mohsin, Lengler & Kumar, 2013; Yang, Wanb & Fu, 2012), and considered a global problem affecting the hotel sector (Birdir, 2002). In general, the main employment issues in the global tourism sector are poor labor market conditions, low pay, poor safety standards, high turnover rates, problematic management practices, limited career development and improvement opportunities, low levels of knowledge and skills (Chikwe, 2009; Deery & Shaw, 1999), long working hours (Chiang & Jang, 2008), and a perception of low occupational prestige (Burke, Koyuncu & Fiksenbaum, 2008).

The factors mentioned above lead to tourism and hospitality being seen only as a temporary employment opportunity (Mohsin et al., 2013), with young people particularly often working in this sector for a certain time just to acquire work experience or earn money. While some of these features reflect the sector's seasonal characteristics, inadequate management practices also play a crucial role. Tourism businesses generally retain a permanent skeleton staff of just a few employees while employing additional temporary staff during busy periods (Zopiatis, Constanti & Theocharous, 2014). This is an important factor supporting the perception that employment in this sector is only seasonal and increases the rate of employees quitting their jobs. In contrast, turnover rates in hotels that are active throughout the year are generally lower than in those that are only active seasonally (Chalkiti & Sigala, 2010).

Employee turnover has even become a *cultural* feature : a working norm, especially in the accommodation sector (Iverson & Deery, 1997; Deery &Shaw, 1999). It is therefore considered part of the workplace culture rather than a problem to be solved (Di Pietro and Condly, 2007). While turnover is often encountered in small and medium-sized businesses, it is mostly larger hotels that consider this to be a problem (Walmsley, 2004). Insufficient employment and recruitment standards, as mentioned

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above, are important factors in reinforcing the perception that this sector involves temporary work with rapid turnover (Chikwe, 2009). This makes it harder to employ and retain qualified employees at lower job levels. Besides these factors related to organizations or employees, variation in work opportunities also affects turnover. Especially in the accommodation sector, employees can transfer their knowledge and skills to similar positions in other organizations relatively easily so changing organizations is easier than in other sectors (Nadiri & Tanova, 2010). As the service sector is growing rapidly, new job opportunities in newly opened hotels, restaurants and entertainment venues, may affect employee turnover decisions (Chikwe, 2009).

Given that the frequent turnover of employees has become a common feature of employment in the hotel sector, retaining employees is extremely important. Hotel service is generally highly labor intensive, requiring both physical and mental effort. In other words, the quality of this service is directly influenced by its providers (Nadiri & Tanova, 2010) so employees are critical for establishing high quality service. Maintaining this and ensuring the overall success of a hotel therefore depend on raising employee motivation and performance (Di Pietro & Condly, 2007). By interrupting a hotel's activities, employee turnover impairs organizational performance (Yang, 2010). Consequently, since service quality directly affects various critical performance dimensions, such as customer satisfaction and customer loyalty, turnover rate has become a performance standard for hotels (Di Pietro & Condly, 2007; Lashley, 2001). Human resources departments perform crucial duties in terms of training employees in the necessary organizational skills and creating competitive advantage. Given the importance of performance in human resources, hiring and retaining qualified employees are critical issues for hotel management (Tanova & Holtom, 2008).

Existing research on turnover in hotel management has produced a range of results (Ghiselli et al., 2001), with turnover found to be more common at the operational level and in front-line departments (Chalkiti & Sigala, 2010). When employees with a high level of knowledge and skills leave their jobs to seek better opportunities, retaining the remaining employees becomes a challenge for the managers. Such turnover may also harm the morale of continuing employees and impair service delivery to customers (Tanova & Holtom, 2008; Yang et al., 2012). Regarding the relationship between turnover and management performance, Di Pietro and Condly (2007) argue that hotels should focus on decreasing employee turnover rates rather than devoting all their resources to searching for and hiring new employees.

Various factors have been mentioned in the literature regarding the reasons for high turnover. Even though it is generally caused by poor employment practices, management lack sufficient knowledge on how to prevent it. High turnover rates in hotel management affects the organization's culture and structure, its competitiveness and reduces management effectiveness (Demir & Tütüncü, 2010).

Although turnover rates are greater for more basic jobs, its cost in more strategic and complicated positions may be more critical (Tracey & Hinkin, 2014). Generally, according to Chikwe (2009), the costs arising from employee turnover vary and can exceed total annual expenses by between 25 and 400 times. Various reasons why employees leave their work have been proposed in the literature (Ghiselli et al., 2001). In particular, it has been shown that turnover is closely related to factors like job satisfaction, motivation and work/role stress (Kuşluvan, Kuşluvan, İlhan & Buyruk, 2010). As mentioned earlier, tourism is a sector where employee motivation critical. Motivation, which refers to the organizational enthusiasm of the employee, is a crucial determinant of turnover intention (Di Pietro & Condly, 2007). To some degree, high motivation can enable employees to tolerate negative aspects of their work. As discussed above, tourism work includes some intrinsically challenging features

that can emerge through problematic management approaches. The employee's perceptions about the unstimulating working conditions affect their turnover intentions (Tracey & Hinkin, 2014).

Given the varied employment and work dynamics in the hospitality sector, different retention strategies are needed to reduce employees' turnover intentions (Chalkiti & Sigala, 2010). Organizations need to determine the real reasons that impel employees to leave their job in order to reduce turnover (Chikwe, 2009; Demir & Tütüncü, 2010) while trying to meeting employee expectations regarding their work and the organization (Woods, 2006).

As part of this effort, this study focuses on unstimulating work and organizational enthusiasm as mediators of the effect of role stress on employee turnover intention. The specific research objectives are to examine (a) the effect of role stress on employee perception of unstimulating work; (b) the effect of role stress on organizational enthusiasm; (c) the relationship between unstimulating work, organizational enthusiasm, and turnover intention; and (d) the mediating effects of organizational enthusiasm and unstimulating work on the impact of role stress on turnover intention.

Review of literature

Although it is common for employees to leave their jobs in the hospitality sector (Mohsin et al., 2013), few studies have explored the reasons for this (Tews, Michel & Ellingson, 2013). Various reasons account for thigh turnover in hotels while Zopiatis et al. (2014) remark that varied socio-economic conditions and other uncontrollable factors and unique attribute make turnover a complex issue. Factors influencing employee turnover decisions include lower wages and poorer working conditions than competitors, poor management, inappropriate recruitment policies, insufficient training and inequitable work distribution (Boella & Goss-Turner, 2005). However, as turnover cannot be explained solely in terms of other work being available for the employee (Ghiselli et al., 2001), it can be argued that working conditions and organizational factors play an important role in turnover intention.

Turnover intention is defined as "the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and the intent to search for alternative employment also belongs" (Tett & Meyer, 1993). From the point of view of the employee, turnover may be either voluntarily or involuntarily, and may have positive or negative results for the individual in either case (Tanova & Holtom, 2008). Turnover is a function of the psychological reactions of an individual to his/her current work. Even after an individual has decided to leave his/her work, he/she may continue to stay in his/her current job for some time. However, the action of looking for a job presumes an intention to quit (Iverson & Deery, 1997). The decision to leave a job can be taken impulsively or develop gradually through an accumulation of factors (Woods, 2006). This means that organizations should detect employees' intentions to leave as early as possible, and try to meet their expectations and increase their motivation to decrease turnover.

Poor human resources practices in functions such as recruiting suitable employees and effectively training, motivating, and managing their performance can the likelihood that employees to leave their job. Similarly, factors related to poor working conditions (e.g. poor work safety standards or lack of promotion and career development opportunities) (Iverson & Deery, 1997; Walmsley, 204) can have a negative effect, even among employees who intend to remain in their job.

Organizational enthusiasm and unstimulating work

Motivation plays an important role in service quality (Di Pietro & Condly, 2007) in consistent employee performance (Lashley, 2001). Even though there is no generally accepted approach regarding

the motivation of employees (Lundberg, Gudmundson & Andersson, 2009), it is influenced by both internal and external factors like management style, employee personality and job stress. In order for employees to develop internal motivation, they should make sense of their work, feel a sense of responsibility, and receive feedback regarding their results. However, external factors like as working conditions play an important role increasing general motivation working conditions and external factors also play an important role increasing general motivation (Di Pietro & Condly, 2007). In the hospitality sector, there is frequently a direct relationship between unstimulating working conditions and low motivation. Poulston (2009), for example, drew on Herzberg's theory to show how not meeting "hygiene" factors, which are generally related to working conditions, causes employee dissatisfaction and in turn higher turnover intention.

The main responsibility for working conditions and stimulating employees' organizational enthusiasm rests with managers. Organizations that do not take sufficient responsibility or ensure job safety and job diversification face difficulties in retaining employees (Zopiatis et al., 2014). When the preferred management approach is prioritized over employee satisfaction, employees who are not satisfied with their work generally hold the managers responsible (Poulston, 2009).

Yet, even when managers invest time to satisfy their employees, turnover rates may not decrease because organizational motivation is also affected the working conditions, as mentioned above. Employees who think that there is no justice in the working environment may still consider leaving their job. As Nadiri and Tanova (2010) report, organizational justice perceptions and interactions with managers can influence turnover intentions more than organizational procedures.

Role stress and turnover intention

Role stress is a type of work stress due to factors like contradictory expectations regarding individual performance, conflicts between the roles undertaken, contradictions in the workplace, and insufficient or unclear perceptions on roles and their relations (Atteya, 2012). These three aspects, role conflict, role ambiguity, and role overload, cause exhaustion in employees and increase turnover (Atteya, 2012; Cho, Choi & Lee, 2013; Iverson & Deery, 1997; Deery & Shaw, 1999; Kim & Stoner, 2008). Work in the hotel sector requires intense interaction with customers and other employees, which may be particularly exhausting (especially emotionally) for employees.

Role stress arises due to factors like changes in the workplace, insufficient managerial support, low work autonomy, family-work conflicts, insufficient work resources and excessive work expectations. Role stress damages the employee's mental and physical health and impairs general performance (Young 2010). It also increases absenteeism and reduces job commitment (Tennant, 2001). Atteya (2012), for example, found that role stress and coping methods used changed the work performance of hotel managers in Egypt.

Karatepe and Karatepe (2009) found that role conflict has less effect on the turnover of experienced frontline hotel employees. In their study of role stress and its connection with role ambiguity and role conflict, Hodari, Waldthausen, and Sturman (2014) found that spa managers working in hotels that outsource spa services experience much more role stress. Jung and Yoon (2013) found that role ambiguity (as opposed to role conflict or role load) has a considerable effect on the turnover intention of hotel employees. They also reported that employees' perceptions of role stress, based on workplace conditions rather than on personal characteristics, indicate the crucial importance of working conditions.

The family status of employees also influences their role stress. While perceptions regarding work and family roles vary according to culture, family-work conflicts can affect turnover (Karatepe & Kilic,

2005; Namasivayam & Mount, 2004) in that job stress and exhaustion caused by family-work conflict increases turnover intention. Cleveland, O'Neill, Himelright, Harrison, Crouter and Drago (2007) found that work in the accommodation sector is linked with work-family conflicts and stress issues. When an employee's role conflicts with his/her family role, job commitment decreases and turnover intentions may increase (Namasivayam & Mount, 2004). Given these findings, we propose the following hypothesis:

Hypothesis 1: Role stress is positively related to turnover intention.

Organizational enthusiasm and turnover intention

The organizational enthusiasm of employees is closely related to turnover intention. Di Pietro and Condly (2007) report that 96% of the variance in the turnover tendencies of hotel employees is explained by factors related to motivation, and that turnover intention increases as the perceptions of employees about the importance of their work decrease. Motivation is related to encouraging the individual to exhibit desired attitudes and behaviours, which research indicates requires satisfying employees' organizational expectations. Several studies have examined the relationship between turnover and motivation, given the close connection of motivation to job satisfaction. Organizational enthusiasm can be influenced by *external* factors, performance pay, relations with managers and working conditions, as well as by internal factors related to employees' feelings about their work (Chiang & Jang, 2008; Zopiatis et al., 2014).

Zopiatis et al. (2014) found that internal job satisfaction factors have neither positive nor negative effects on turnover in contrast with external job satisfaction factors. They also argue that external satisfaction factors based on more "materialistic" features of the hospitality sector render internal satisfaction factors irrelevant, which means that these external factors determine the general level of job satisfaction and turnover intentions. These results are similar to those of Poulston (2009) mentioned before. Lundberg et al. (2009) studied the motivation of hotel employees using Herzberg's Two Factor Theory. They found that wage levels and hygiene factors only weakly affect motivation whereas "*meeting with new people*" has the most significant effect on work motivation. Moreover, they found that, while information, knowledge and training factors have some impact on work motivation, growth factors and issues such as feedback and responsibility have a more significant impact. Although pay is important for employees, wage increases should not be considered as the sole way to decrease turnover intentions (Chikwe, 2009).

Since organizational enthusiasm is a personal issue for employees, managers should take more responsibility in this regard. The organizational commitment of employees may be improved by increasing job satisfaction, which may in turn decrease turnover rates (Ghiselli et al., 2001; Nadiri & Tanova, 2010). While the organizational enthusiasm of each employee differs, being based on both internal and external factors, it critically depends on the organization meeting the employee's basic expectations. Poulston (2009) argued without meeting employees' basic needs, motivation will remain very low, which will also increase turnover intentions. According to Deery and Shaw (1999), another factor leading to greater turnover in the accommodation sector is absenteeism. Yang (2010), however, does not consider absenteeism as a significant issue, even though retaining their job may influence employees' motivation. Hence, we propose that the following hypothesis:

Hypothesis 2a: Organizational enthusiasm is negatively related to turnover intention.

Unstimulating work and turnover intention

In general, working conditions in the hospitality sector are problematic, with research generally indicating that wages and career opportunities are important factors affecting turnover (Houkes, Janssen, Jonge & Bakker, 2003). In a qualitative study examining the views of hotel managers, Poulston (2009) shows that employees are not satisfied with their pay, their supervisors and working conditions. Working conditions are related to both the work itself and the place where the work is done. The work itself and its requirements, shift working and total working hours all significantly affect the physical, psychological and emotional well-being of individuals (Cleveland et al., 2007). An employee's sense of the required work, job difficulties and perceptions based on other factors all affect turnover intention (Tracey & Hinkin, 2014). Empowering the employees, increasing wages, offering promotion and improving safety in the work environment also influence turnover intentions (Di Pietro & Condly, 2007). The perceptions of employees about the work, which affects job satisfaction and their decision to remain in the job, form part of a complex structure related to organizational aspects. Work-related issues may even cause the employee to leave the entire occupational, not just their particular organization (Young & Corsun, 2014). Turnover intentions are thus based on an individual's overall life quality rather than just on features directly related to work (Ghiselli et al., 2001).

Working conditions are more important in front-line jobs involving more interaction with customers. In such jobs, supportive and decentralized working conditions are required as well as increased work autonomy (Kim & Stoner, 2008). In back office work, the turnover issue may emerge in a different way. Young and Corsun (2014) reported different findings to other research with hotel cooks who were unionized. While they found no relation between job satisfaction and turnover intention, there was a negative relationship between work commitment and turnover. Another unique finding was that work accidents affect turnover decisions.

Another notable feature of work in the hospitality sector is that it is based on teamwork rather than on individual work so social skills are important. O'Neill and Davis (2011) argue that interpersonal tensions among employees is one of the most important stress factors that decreases job satisfaction and increases turnover intentions in hotels, although the former is more significant than the latter. Deery and Shaw (1999) analyzed the effect of co-worker support in hotels and found that socialization difficulties influence turnover. Tews et al. (2013) investigated the instrumental aspects of co-worker support, based on work relations, as well as emotional aspects of friendship relations. They found that emotional relations reduce turnover intentions whereas instrumental relations increase them. Karatepe (2013) reported that high-performing employees who receive social support from their workplace tend be more embedded to their work and to stay in their jobs. Hence, we propose that the following hypothesis:

Hypothesis 2b. Unstimulating work is positively related to turnover intention.

Mediating effects of organizational enthusiasm and unstimulating work

Employee motivation is critical for hotel service quality and general organizational success (Di Pietro & Condly, 2007). However, unstimulating work (Chikwe, 2009; Deery & Shaw, 1999; Poulston, 2009) poses an important challenge. Work requirements, especially in the frontline, are a particular cause of role stress for employees. The incompatibility of organizational structure and job definitions with the interactive and ambiguous features of the hotel service sector increases employee stress. In

particular, role ambiguity emerges from the differences between the expectations of customers and the expectations of the organization (Atteya, 2012). Karatepe (2010) reported that unbalanced work requirements and workload cause emotional exhaustion and role stress, although manager support can reduce the latter's impact on employees.

Even when employees experience high role stress, a supportive working environment can enhance organizational commitment (Kim & Stoner, 2008) and increase employees' desire to remain in their jobs. In order to diminish role stress, managers should conduct job analyses, determine job definitions and work requirements correctly, clearly state employees' roles and support employees in becoming organizationally motivated through methods such as appropriate communication, training and job enrichment (Karatepe, 2010).

In order for organizational enthusiasm to be effective, an employee's qualities should conform to the job features. Motivational issues are especially important for turnover in the hospitality sector (Chiang & Jang, 2008). Many hotel jobs require multi-tasking so the employee should have the necessary qualities for these jobs in order to feel satisfied. For instance, polychronicity, which refers to the capacity to perform various tasks simultaneously or switching easily between tasks, has a significant effect on job satisfaction and turnover (Jang & George, 2012). According to Yeh (2013), hotel employees are directly affected by their levels of job satisfaction and that this effect can be increased through better job engagement. Even though it occurs via different dynamics, turnover intention is ultimately related to the employee's work attitude, work norms and work expectations. The role stress of an employee who does not have a clear idea of her/his role can easily increase (Atteya, 2012), which reduces motivation. Hotel employees should therefore be motivated to work in the hotel sector or it is harder for them to continue in their job (Wong, 1999; Yang et al., 2012). Hence, we propose the following two hypotheses:

Hypothesis 3a. Organizational enthusiasm mediates the effect of role stress on turnover intention.

Hypothesis 3b. Unstimulating work mediates the effect of role stress on turnover intention.

Figure 1
The complete hypothesized model
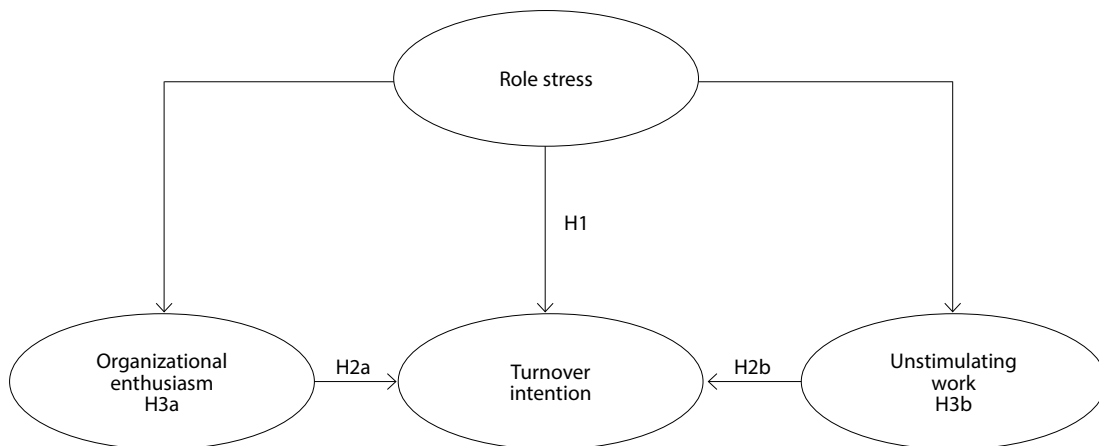
Methodology

Sample

Data was collected from employees of 5-star hotels located in Turkey. The questionnaire was translated from English into Turkish and then translated back into English with the help of three bilingual experts who ensured its quality (Brislin, 1970).

Employee numbers of hotels can vary due to the services and standards.   In general, the distribution of staff in an accommodation business is as follows: 3.7% administrative staff, 10.3% front office personnel, 19.3% service personnel, 26.8% housekeeping, 34.1% restaurant staff (17.4% serving and 16.7% kitchen) and 5.8 % support services (Olalı & Korzay, 1993:417). Ağaoğlu (1992) reported that 5-star hotels employ 1.18 personnel per room and 0.59 personnel per bed while Cakıcı and Yılmaz (2012) found that about 0.80 personnel are employed per room in Turkish 5-star hotels, but depending on service variety and service standards. In total, there are 128,289 rooms in 5-star hotels in Turkey (www.kultur.gov.tr). Based on the assumption of an average of 0.80 personnel per room, 102,631 people are currently employed in Turkey's 5-start hotels.

The survey was conducted among employees from 13 5-star hotels in three cities in Turkey (Ankara, Mersin, and Eskişehir), which hold many attractions for business and leisure tourism, such as natural, cultural, special and sporting events, and entertainment facilities. Convenience sampling was used for collecting the primary data by contacting members of the target population. The managers of the 18 hotels were contacted first in order to explain the aims, scope and contents of the study, and to seek permission to conduct the study. Three hotels immediately refused to participate while two more withdrew consent after examining the questionnaire. Thus, data was collected from the employees of the remaining thirteen hotels which agreed to participate. According to information received from the human resources departments of these thirteen hotels, the total number of employees is 2,580. Considering the survey population as 2,580 employees, the sample size was calculated as 335 employees on a confidence level of 95% (Sekaran, 1992). Although this sample of 335 employees could represent the survey population accurately, it was decided, given the total number of employees, to distribute 600 questionnaires to ensure the participation of as many employees as possible. The researchers arranged the relevant appointments with the hotels' human resources departments and visited the hotels. Since the hotels' senior management supported the survey, department managers also encouraged their subordinates to participate in the study, which enabled the researchers to collect 425 questionnaires using a face-to-face method at the hotels. The hotels were asked to encourage all departments to participate.

After 425 questionnaires had been collected over 34 days, the hotels stated that they could no longer participate. Seven questionnaires were invalid due to incomplete statements. The remaining 418 questionnaires were accepted as valid and their data transferred to the statistical program for analysis. Thus, a total of 418 useable questionnaires represented a response rate of 70% of 600 questionnaires. The hotel managers' encouragement of their employees to participate in the survey and the fact that the questionnaires were distributed during a period of light work were crucial in securing a high response rate.

Measurement

The study model included one dependent variable (Turnover Intention), one independent variable (Role Stress) and two mediator variables (Organizational Enthusiasm and Unstimulating Work) (Figure 1). A questionnaire was developed to record the participants' opinions on the variables examined, using several scales that were tested for validity and reliability.

Each scale was taken from the relevant literature relating to role stress, unstimulating work, organizational enthusiasm and turnover intention. For each scale, the survey instrument utilized a 5-point Likert scale (from 1=strongly disagree to 5=strongly agree) to record respondents' choices. Out of 38 items 35 were directly linked to the concepts and factors examined.

The questionnaire consisted of five parts. The first was the 12-item Role Stress Scale with three sub-dimensions of role ambiguity, role conflict and role overload, developed by Rizzo, House and Lirtzman (1970), Cooper and Marshall (1976), Beehr and Newman (1978) and Tang and Chang (2010), to measure role stress levels.

The second part was the 6-item Unstimulating Work Scale (UWS), adapted from Walmsley (2004), Poulston (2008), Slatten, Svensson and Svaeri. (2011) and Mohsin et al. (2013), to determine if the participants found their work unstimulating.

The third part used the 12-item Organizational Enthusiasm Scale (OES), adapted from Denvir and McMahon (1992), Cho, Johanson and & Guchait (2009), Yang (2010) and Mohsin et al. (2013), to determine how participants perceived organizational ambiance and encouragement.

The fourth part was the 3-item Turnover Intention Scale, developed by Boshoff and Allen (2000), to determine participants' turnover intentions. The final part had five categorical demographic questions to determine the participants' age, gender, education, work department and work experience.

Analytic approach

Data analysis was carried out using Lisrel 8.8 software. First, confirmatory factor analysis (CFA) was conducted to verify the fitness of all the scales. To assess the fitness of the proposed model, the following measures were used: goodness-of-fit index (GFI), adjusted goodness-fit-index (AGFI), root mean square error of approximation (RMSEA) and the normed fit index (NFI).

Results

Sample profile

Of the participants, 251 (60%) were male while the mean age was twenty-nine years, with 94% being older than 25. Participants were mostly college (35%) or university (26%) educated. Most had been working in the hospitality sector for more than six years. They mainly worked in three departments: food and beverages, front office and housekeeping; more specifically, 159 employees (38%) worked in the food and beverages department.

Confirmatory factor analysis (CFA)

Table 1 presents the means, standard deviations and correlations among the variables. The first step was to analyse the measurement model through a CFA. Two items with standardized loadings below 0.50 were dropped in light of the initial CFA results: one item from the organizational enthusiasm scale and one item from the unstimulating work scale. The final CFA results had the following fit statistics: $X^2/df=2.50$; RMSEA=0.053; GFI=0.88; AGFI=0.87; CFI=0.98; NFI=0.96.

Table 1
Descriptive analyses

	Mean	(S.D)	1	2	3	4
1. Turnover intention	2.86	0.89	1.00			
2. Role stress	3.10	0.56	0.74	1.00		
3. Organizational enthusiasm	3.58	0.67	0.59	-0.71	1.00	
4. Unstimulating work	2.94	0.87	0.64	0.76	-0.72	1.00

Note. Denotes significance level of 0.01.

Asshows, all the coefficients were greater than 0.56, which confirms that all the measures were sufficiently reliable. Composite or construct reliabilities varied from 0.85 (Unstimulating Work) to 0.93 (Role Stress). The factor loadings of all measures were highly significant (p < 0.001) and within acceptable limits. These high construct reliabilities and significant factor loadings confirmed the convergent validity of the model (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988). Moreover, the average variance extracted (AVE) values were greater than 0.50 while composite reliabilities were greater than the AVE values. These results confirmed again the convergent validity of the model (Hair, Black, Babin & Anderson, 2010).

Table 2
Results of confirmation factor analysis

Scale Items	Standardized loadings	t-value	AVE	CR
Organizational enthusiasm			0.63	0.92
I socialize with co-workers outside the workplace.*	-	-		
I would like to make a career in the hospitality industry.	0.74	19.17		
My job objectives are very-well defined.	0.77	16.76		
I would like to get promotion in this hotel.	0.60	14.37		
I work here because I enjoy it.	0.61	14.62		
In my job, I work as a member of a team.	0.56	13.43		
I get on well with my supervisors.	0.58	13.93		
It is clear what my fellow worker expect of me in my job.	0.57	13.53		
My job responsibilities are clear to me.	0.56	13.29		
This job gives me the opportunity to meet new people.	0.56	13.20		
I am given enough time to do what is expected of me in my job.	0.56	13.36		
My job requires continuous hard work.	0.57	13.56		
Turnover intentions			0.70	0.88
I often think about leaving this hotel.	0.80	20.94		
It would not take much to make me leave this hotel.	0.92	25.80		
I will probably be looking for another job soon.	0.79	20.54		
Unstimulating work			0.54	0.85
I feel burn-out at my job.*	-	-		
I feel frustrated at my job.	0.68	13.63		
I feel my job as disgraceful.	0.70	13.90		
Job-related problems keep me awake all night.	0.75	15.51		
At work, I find it difficult to follow guidelines & policies.	0.74	15.36		
I do not consider this type of work a proper job.	0.79	14.70		

Table 2 **Continued**

Scale Items	Standardized loadings	t-value	AVE	CR
Role stress			0.51	0.93
I work with two or more groups who operate differently.	0.84	21.94		
I work on unnecessary things.	0.73	18.85		
I do things that are apt to be accepted by one person and not accepted by others.	0.66	16.57		
I receive incompatible requests from two or more people.	0.62	15.08		
I do not know what my responsibilities are.	0.78	16.24		
I do not know exactly what is expected of me.	0.72	15.62		
I do not have clear, planned goals and objectives for my job.	0.68	15.38		
I do not know that I have divided my tile properly.	0.61	14.89		
I perform tasks that are too burden.	0.82	14.70		
I do not have enough time to complete my work.	0.61	14.96		
There are too many demands on my time.	0.71	15.33		
I feel certain about how much authority I have.	0.76	16.74		

* Dropped during confirmatory factor analysis.

Discriminant validity was also assessed. Fornell and Lacker (1981) suggest that the AVE value of every construct should be greater than the squared correlation coefficient with the other constructs. Table 3 confirms that the measures had discriminant validity.

Table 3
Discriminant validity

	1	2	3	4
1. Turnover intention	0.70			
2. Role stress	0.55	0.51		
3. Organizational enthusiasm	0.35	0.25	0.63	
4. Unstimulating work	0.41	0.58	0.52	0.54

Note:
The numbers in the cells of diagonal line are AVE.
The numbers in the cells of off-diagonal line are squared correlation coefficients of one factor with another factor.
Denotes significance level of 0.001.

Structural equation model

The hypotheses were tested using structural equation modelling. After comparing the direct effects, full and partial mediation models were tested (see Table 4). The fit indices of GFI, CFI, NFI, and RMSEA for the partial mediation model had higher values than for the full model, as follows: X^2/df =2.85; GFI=0.87; AGFI=0.85; CFI=0.97; NFI=0.96; RMSEA=0.059.

Table 4
Results for fit indices of structural models

Model	X^2	df	X^2/df	ΔX^2	GFI	AGFI	CFI	NFI	RMSEA
Direct models	345.84	89	3.89		0.92	0.89	0.97	0.96	0.074
Full mediation model	1,246.27	430	2.90	900.43	0.87	0.85	0.97	0.95	0.060
Partial mediation model	1,197.77	429	2.79	48.5	0.87	0.85	0.97	0.95	0.058

Note: ΔX^2 represents discrepancies between model and the following model.
**p-value < 0.001.

Table 5 presents the values for the path estimates while Figure 2 shows the structural model. Of the four hypotheses, two were confirmed while two were not.

Table 5
Path estimates of structural models

			Standardized path coefficients value		
			Direct effects model	Full media-tion model	Partial media-tion model
Role stress	→	Turnover intention	0.74 (15.78)		0.55 (4.41)
Role stress	→	Organizational enthusiasm		-0.77 (-15.14)	-0.75 (-14.83)
Role stress	→	Unstimulating work		0.86 (11.64)	0.81 (11.57)
Organizational enthusiasm	→	Turnover intention		-0.40 (-5.60)	- 0.33 (-4.90)
Unstimulating work	→	Turnover intention		0.43 (9.69)	0.12 (1.46)

Hypothesis 1, that role stress is positively related to turnover intention, was confirmed ($\beta=0.55$ p<0.001). That is, an increase in role stress also increases an employee's turnover intention.

Hypothesis 2a, that organizational enthusiasm is negatively related to turnover intention, was supported ($\beta=-0.33$ p<0.001). That is, employees experiencing strong organizational enthusiasm, i.e. those who are motivated by their managers, are less likely to have turnover intentions.

Hypothesis 2b, that unstimulating work is positively related to turnover intention, was not supported ($\beta=0.12$ p>0.05). Thus, it appears that unstimulating work does not significantly influence an employee's turnover intention, which could be because employees accept the problematic nature of hospitality work.

Figure 2
Path results of structural model
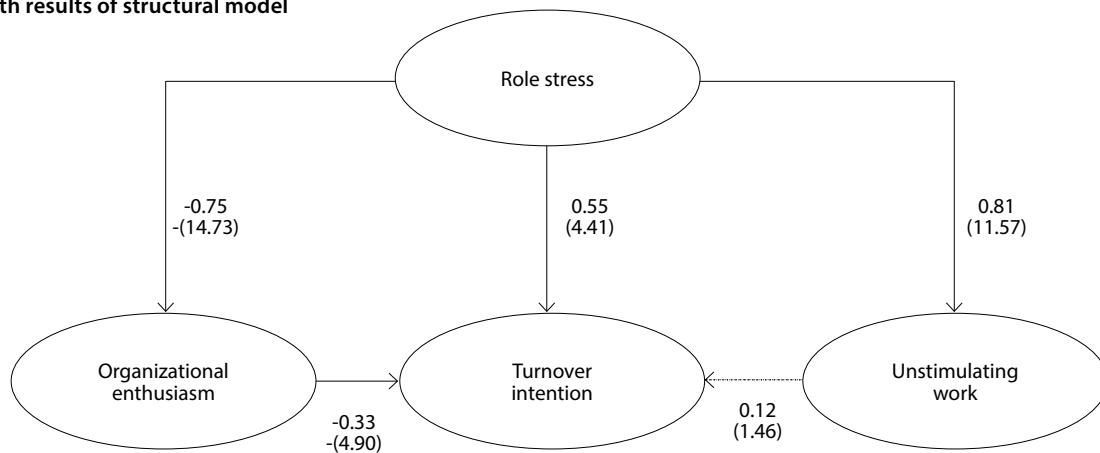
The next step was to examine the mediating effects of organizational enthusiasm and unstimulating work, using Baron and Kenny's (1986) method. Hypothesis 3a, that organizational enthusiasm mediates the effect of role stress on turnover intention, was fully supported. That is, role stress positively influences turnover intention through the influence of organizational enthusiasm: 0.25 (0.75*0.33) while also influencing turnover intention directly ($\beta=0.55$ p<0.001). This shows that role stress increases employee turnover intentions, and that this increase weakens the decreasing effect of organizational enthusiasm on turnover intentions. In other words, role stress suppresses the ability of organizational enthusiasm to reduce turnover intention.

Hypothesis 3b predicted that unstimulating work mediates the effect of role stress on turnover intention. In this study, although role stress did not significantly influence turnover intention through the mediating effect of unstimulating work, it did influence turnover intention directly (β=0.55 p<0.001), thereby fully supporting H3b. That is, unstimulating work and role stress together increase turnover intention. However, when unstimulating work is added as a mediator to the relationship between role stress and turnover intention, the effect of unstimulating work vanishes. This result also shows that the ability of role stress to strengthen turnover intention operates independently of the effect of unstimulating work.

Discussion

These results show that role stress can increase hotel employees' turnover intentions, consistent with this study's prediction that role stress influences turnover intention. This supports the theory of the conservation of resources (Hobfoll, 2001) in that role stress (role ambiguity, role overload and role conflict) should affect turnover intention. Faced with high role stress, hotel employees do not want to continue with their job, resulting in turnover intention. This is consistent with the findings of Kim, Im and Hwang (2015), and Karatepe and Karatepe (2009), who claimed that employees are more likely to develop turnover intentions if their perceived role stress increases. The findings here demonstrate that role stress (due to role overload, role ambiguity and role conflict) do indeed increase employees' turnover intentions.

Another important finding concerns the relationship between organizational enthusiasm and turnover intention, which was the second objective of this investigation. The result showed that organizational enthusiasm reduces hotel employees' turnover intentions, consistent with social exchange theory (Blau, 1964), which suggests that enthusiasm should affect turnover intention. When employees' feel motivated by organizational enthusiasm, they experience a positive attitude and display organizational behaviours, which reduces turnover intentions. This result corresponds with Cho et al. (2009), Mohsin, et al. (2013), Mohsin, Lengler and Aguzzoli (2015) and Poulston's (2009), highlighting that organizational enthusiasm and support decreases employee turnover intentions.

Finally, by testing unstimulating work and organizational enthusiasm as mediators, this study offered a better understanding of the relationship between role stress and turnover intention. Specifically, it appears that the relationship between role stress and turnover intention is mediated by unstimulating work and organizational enthusiasm. This finding is consistent with Houkes et al. (2003) and Poulston's (2009) interactional model of role stress and turnover intention, which suggests that perceived role stress increases turnover intention. Blau (1964) also offers a theoretical explanation for this finding: when employees experience either something good, like organizational enthusiasm, or bad working conditions, like unstimulating work, the effect on their turnover intentions will depend on their level of role stress.

Conclusions and implications

By examining the antecedents and underlying mechanisms that determine turnover intention, the findings of this study have important implications for both theorists and practitioners. First, this study shows that role stress increases turnover intention among hotel employees. Role stress has a crucial role to play in employees' performance so it suggests a need to focus on the effects of role ambiguity, role conflict and role overload on turnover intention and, in turn, on customer satisfaction. This research has thus filled a gap in research related to the effects of role stress in hotel businesses.

The current findings can also be helpful for practitioners. To reduce turnover intention, human resource managers or hotel managers must attempt to implement measures that decrease role stress. More specifically, employers could reduce role stress and the resulting turnover intention by defining the roles and responsibilities of employees in detail, ensuring consistency between role characteristics and the resources provided to employees, and organizing a clear chain of command. Similarly, managers can prepare appropriate job descriptions for service positions or revise the existing ones (Karatepe & Uludag, 2008). They can do this through better understanding of given tasks or job duties by conducting a mentoring program (Kim et al., 2015). They can also develop counselling or training programs to relieve employees' role stress (Jung and Yoon, 2013).

To decrease turnover intentions, human resources managers or hotel managers must attempt to increase organizational enthusiasm. They could do this by ensuring employees spend more time together, assigning tasks to employees meaningfully, giving employees the opportunity to communicate with their colleagues, giving employees financial and material rights, and explaining employees' authorities and responsibilities. Managers can also use employees' creativity when collaborating with them on goals (Wong & Pang, 2003), give them feedback (Shamim, Cang & Yu, 2017), and can build opportunities into the workday for employees to joke and laugh (Kim et al., 2015). Such efforts may stimulate a culture of organizational enthusiasm. A culture based on sharing and cooperation will prevent employees becoming isolated and may increase their organizational enthusiasm and decrease their turnover intention.

Since organizational enthusiasm mediates the relationship between role stress and turnover intention, both perceived role stress and turnover intention decrease when an organization is enthusiastic. Enthusiastic employees can be created by organizational enthusiasm. Thus both the stress perceived by employees and the turnover intention are reduced.

The current results also show that unstimulating work mediates the relationship between role stress and turnover intention. Thus, if hotel managers reduce the amount of unstimulating work assigned to their subordinates they can decrease both employee role stress and turnover intentions. These steps regarding role stress and organizational enthusiasm can decrease the amount of unstimulating work. At the same time, it may be argued that unstimulating work does not significantly influence the effect of role stress on turnover intention because unstimulating work is an accepted situation for employees. The fact, however, that unstimulating work has almost become a sector standard may also be considered as a reason for the insufficient labour supply. In the long term, improving working conditions in hotel businesses will influence perceptions in the labour market, thereby making work in this sector more attractive.

This study has several limitations. Firstly, it only examined 5-star hotels operating in Turkey so its findings cannot be generalized to other industries. Future studies should therefore collect data from different industries. The second limitation is that data was collected through convenience sampling, and the limitations of this method are reflected in the study. To examine other features, non-probabilistic quota sampling would be preferable to gain more generalizable and valid results. Additionally, performing similar studies in different tourism businesses other than hotels could enable a comparative examination of the issues of organizational enthusiasm, role stress, turnover intention and unstimulating work in the tourism industry. This could allow specific recommendations to be made for managers in different tourism businesses.

The final limitation concerns the research model. Although it was hypothesized that organizational enthusiasm and unstimulating work mediate the relationship of role stress to turnover intention, it is

equally possible that these two variables could moderate the relationship or interact with role stress to impact turnover intention. This possibility suggests an opportunity for future research to examine the moderating effect of organizational enthusiasm and unstimulating work on the relationship of role stress and turnover intention.

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