

Understanding Employee Turnover Intention Among Hospitality Employees: The Role of Personality Traits, Meaningful Work, Transformational Leadership, and Psychological Work Withdrawal

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Abstract

Purpose: Employee turnover intention remains a persistent challenge in the hospitality industry due to its adverse effects on organizational performance, service quality, and sustainability. Previous studies have largely examined personality traits, transformational leadership, meaningful work, and psychological work withdrawal independently. This study develops an integrated framework to examine the direct effects of these factors on employee turnover intention within the hospitality sector.

Design/methodology/approach: A quantitative cross-sectional survey was conducted among hospitality employees in India. Data were collected from 535 respondents and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through WarpPLS.

Findings- The results indicate that personality traits, transformational leadership, meaningful work, and psychological work withdrawal significantly influence employee turnover intention. Personality traits emerged as the strongest predictor, followed by psychological work withdrawal, meaningful work, and transformational leadership. The model explained a substantial proportion of variance in turnover intention, demonstrating strong predictive capability.

Originality/value- This study contributes to hospitality turnover literature by integrating dispositional, leadership, motivational, and behavioral factors into a single framework. Unlike prior studies that investigated these variables independently, the present study provides a comprehensive understanding of their simultaneous influence on turnover intention. The findings offer practical implications for recruitment, leadership development, employee engagement, and retention strategies in hospitality organizations.

Keywords: Personality Traits, Transformational Leadership, Meaningful Work, Psychological Work Withdrawal, Theory of Purposeful Work Behaviour, Turnover Intention, Hospitality Industry.

1. Introduction

Within the hospitality industry, employee turnover remains a persistent operational challenge that affects both organizations and society. At the organizational level, high employee turnover disrupts service continuity, increases recruitment and training costs, and results in the loss of organizational knowledge, thereby reducing organizational sustainability (Baquero et al., 2025). At the societal level, high turnover weakens job security, discourages long-term career development,

and contributes to labor market instability in regions where hospitality employment is dominant (Biswakarma et al., 2024). These concerns highlight the importance of understanding the factors that influence employee turnover intention in the hospitality sector (Sánchez-Cardona et al., 2023).

A major limitation of previous studies is their tendency to examine turnover antecedents in isolation, focusing separately on personality traits, leadership behaviors, or work-related factors (Li et al., 2023). Although these studies have provided

valuable insights, they do not adequately explain the simultaneous influence of employees' personal dispositions, leadership practices, and work experiences on turnover intention (Duarte & Silva, 2023). To address this limitation, the present study adopts an integrative approach by simultaneously examining personality traits, transformational leadership, meaningful work, and psychological work withdrawal. This approach provides a more comprehensive understanding of employee turnover intention within the hospitality context.

This study contributes to the literature in four important ways. First, it integrates personality traits, transformational leadership, meaningful work, and psychological work withdrawal within a single framework, thereby providing a multidimensional perspective on turnover intention. Second, it draws upon the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT) to explain how dispositional, leadership, and motivational factors influence employees' intentions to remain with or leave their organizations. Third, it incorporates psychological work withdrawal as an important behavioral predictor of turnover intention, highlighting its role as an early indicator of employee disengagement and potential attrition. Finally, the study validates the proposed framework within the hospitality industry, a high-pressure and customer-contact-intensive sector where turnover remains a critical concern. By integrating these factors into a single model, the study contributes to organizational behavior and hospitality literature while providing practical implications for recruitment, leadership development, employee engagement, and employee retention strategies.

2. Literature Review and Hypothesis

Employee turnover intention, defined as an employee's conscious and deliberate willingness to leave an organization, remains a significant challenge within the hospitality industry. The sector is characterized by demanding work conditions, including long and irregular working hours, emotional labor, high customer-contact requirements, and elevated job expectations. These conditions contribute to high employee turnover rates, resulting in increased recruitment and training

costs, disruptions in service quality, and reduced organizational stability (Khairy et al., 2025). Furthermore, persistent turnover weakens long-term career development opportunities within the hospitality sector and contributes to labor market instability, particularly in service-dependent regions (Biswakarma et al., 2024). Consequently, understanding the factors that influence turnover intention has become a critical concern for both researchers and practitioners (Liu & Wong, 2023).

This study examines turnover intention through the theoretical lenses of the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT). TPWB proposes that individuals are motivated to engage in work behaviors that align with their personal values, career goals, and sense of purpose. The theory emphasizes that employees are more likely to remain committed to their organizations when they perceive their work as meaningful and consistent with their personal aspirations. Consequently, factors such as personality traits, leadership experiences, and meaningful work play important roles in shaping employees' work attitudes and behavioral intentions.

In contrast, Self-Determination Theory (SDT) emphasizes the importance of satisfying three fundamental psychological needs: autonomy, competence, and relatedness. When these needs are fulfilled, employees experience greater intrinsic motivation, psychological well-being, and organizational commitment, thereby reducing their likelihood of leaving the organization (Sobaih et al., 2022; Yasami et al., 2024). Previous studies have demonstrated that intrinsically motivated employees are more engaged, experience greater meaning in their work, and exhibit lower turnover intentions (Nguyen et al., 2023; Oprea et al., 2022). Therefore, integrating TPWB and SDT provides a comprehensive framework for understanding how dispositional, leadership, motivational, and behavioral factors influence employee turnover intention within the hospitality industry.

2.1 Personality Traits and Employee Turnover Intention

Personality traits represent relatively stable patterns of thoughts, emotions, and behaviors that influence

how individuals perceive and respond to workplace situations. The Big Five personality framework, comprising openness, conscientiousness, extraversion, agreeableness, and emotional stability, has been widely used to explain employee attitudes and behavioral outcomes. In the hospitality industry, where employees frequently encounter demanding customers, emotional labor, and service pressures, personality traits play an important role in shaping employees' work experiences and intentions to remain with their organizations.

Previous studies have demonstrated that employees with favorable personality characteristics are better equipped to cope with workplace stress, adapt to changing job demands, and maintain positive work attitudes (Başer et al., 2025; Krishnan & Rathakrishnan, 2025). In particular, emotionally stable and conscientious individuals tend to exhibit greater resilience, higher job commitment, and lower withdrawal tendencies, thereby reducing their likelihood of leaving the organization (Sartori, 2023; Xiong et al., 2023). Conversely, employees with less favorable personality profiles may experience greater stress, dissatisfaction, and turnover intentions.

From the perspective of the Theory of Purposeful Work Behavior (TPWB), personality traits influence how employees perceive the meaning and purpose of their work, thereby shaping their work-related attitudes and behavioral intentions. Similarly, Self-Determination Theory (SDT) suggests that personality characteristics affect the extent to which employees experience autonomy, competence, and relatedness in the workplace. Employees who perceive greater fulfillment of these psychological needs are more likely to remain engaged and committed to their organizations (Maziriri et al., 2023; Zhuang et al., 2022).

Accordingly, personality traits are expected to play a significant role in influencing employee turnover intention within the hospitality industry.

H1: Personality traits have a significant negative influence on employee turnover intention.

2.2 Transformational Leadership and Employee Turnover Intention

Transformational leadership refers to a leader's ability to inspire and motivate followers by articulating a compelling vision, providing intellectual stimulation, and demonstrating individualized consideration (Croes et al., 2025; Sánchez-Cardona et al., 2023). In the hospitality industry, transformational leaders play a critical role in shaping positive work environments by encouraging employee development, fostering trust, and promoting organizational commitment.

From the perspective of the Theory of Purposeful Work Behavior (TPWB), transformational leadership influences employees' perceptions of their roles, organizational purpose, and future career prospects. Leaders who communicate a clear vision and provide meaningful guidance can strengthen employees' work-related attitudes and reduce their intentions to leave the organization (Asghar et al., 2021; Yan et al., 2021a).

Similarly, Self-Determination Theory (SDT) suggests that leaders contribute significantly to the fulfillment of employees' psychological needs for autonomy, competence, and relatedness. Transformational leaders encourage autonomy by empowering employees to participate in decision-making, enhance competence through coaching and developmental support, and strengthen relatedness by demonstrating empathy, respect, and individualized attention (Qi et al., 2022; Sobaih et al., 2022). The fulfillment of these psychological needs enhances intrinsic motivation, job satisfaction, and organizational commitment.

Empirical studies have consistently reported that transformational leadership reduces employee turnover intention by creating a supportive work environment characterized by trust, empowerment, and professional growth opportunities (Saleh & Elsokkary, 2025). Conversely, the absence of transformational leadership behaviors may contribute to employee disengagement, lower commitment, and higher turnover intention (Oprea et al., 2022; Salama et al., 2022). Therefore, transformational leadership is expected to play a significant role in influencing employee turnover intention within the hospitality industry.

H2: Transformational leadership has a significant negative influence on employee turnover intention.

2.3 Meaningful Work and Employee Turnover Intention

Meaningful work refers to the extent to which employees perceive their work as personally significant, purposeful, and aligned with their values and life goals. Within organizational settings, meaningful work has been recognized as an important factor influencing employee attitudes, motivation, and retention. Previous studies have consistently demonstrated that meaningful work reduces employees' intentions to leave their organizations by enhancing their sense of purpose and work engagement (Pu et al., 2024; Rošková et al., 2024).

From the perspective of the Theory of Purposeful Work Behavior (TPWB), meaningful work strengthens employees' positive attitudes toward their work by connecting daily job activities with personal values, career aspirations, and broader life purposes (Charles-Leija et al., 2023; Duarte & Silva, 2023). When employees perceive their work as meaningful, they are more likely to develop stronger emotional attachment and commitment to their organizations.

Similarly, Self-Determination Theory (SDT) suggests that meaningful work contributes to the fulfillment of employees' psychological needs for autonomy, competence, and relatedness. Employees experience autonomy when they perceive purpose and value in their work activities, competence when they believe their contributions make a meaningful difference, and relatedness when their work enables meaningful interactions with colleagues and customers (Amankwaa et al., 2022; Yasami et al., 2024). The fulfillment of these needs enhances intrinsic motivation and reduces employees' intentions to leave the organization.

Within the hospitality industry, meaningful work has been associated with higher service quality, greater job satisfaction, stronger organizational commitment, and lower turnover intention (Maziriri et al., 2023; Yücel, 2021). Furthermore, meaningful work helps employees reinterpret demanding job conditions as opportunities for personal growth and

fulfillment, thereby reducing the negative effects of stress and burnout (Nguyen et al., 2023; Zhuang et al., 2022). Therefore, meaningful work is expected to play a significant role in influencing employee turnover intention.

H3: Meaningful work has a significant negative influence on employee turnover intention.

2.4 Psychological Work Withdrawal and Employee Turnover Intention

Psychological work withdrawal refers to employees' cognitive and emotional disengagement from their work. It is manifested through behaviors such as daydreaming, reduced concentration, mental detachment, absentee thoughts, and a deliberate reduction in work effort. Although employees may remain physically present in the workplace, psychological withdrawal reflects a gradual disengagement from work responsibilities and organizational goals. Previous studies have identified psychological withdrawal as a strong predictor of employee turnover intention (Biswakarma et al., 2024; Le et al., 2023).

From the perspective of the Theory of Purposeful Work Behavior (TPWB), psychological withdrawal reflects a weakening of employees' connection with the purpose and meaning of their work. When employees no longer perceive their work as meaningful or aligned with their personal goals and values, they are more likely to disengage psychologically and develop intentions to leave the organization (Stavrinoudis, 2022; Tetteh et al., 2022).

Similarly, Self-Determination Theory (SDT) suggests that psychological withdrawal emerges when employees' fundamental psychological needs for autonomy, competence, and relatedness are not adequately fulfilled. Employees who experience low levels of need satisfaction are more likely to become demotivated, emotionally detached, and less committed to their organizations (Han, 2022; Khawaja et al., 2022; Naveed et al., 2022).

Within the hospitality industry, where service quality depends heavily on employee engagement and customer interaction, psychological withdrawal can have serious consequences for organizational

performance. Disengaged employees are less likely to provide consistent service, collaborate effectively with colleagues, or maintain positive customer relationships (Dempsey, 2021; Gom et al., 2021; Saleem et al., 2021). Consequently, organizations have increasingly adopted early detection mechanisms, such as employee pulse surveys, feedback systems, and peer observation, to identify signs of withdrawal before they develop into actual turnover behavior (Asghar et al., 2021; Doan et al., 2021).

Therefore, psychological work withdrawal is expected to significantly influence employee turnover intention.

H4: Psychological work withdrawal has a significant positive influence on employee turnover intention.

2.5 Synthesis of Literature and Research Gap

A review of the existing literature indicates that employee turnover intention has been extensively studied within organizational behavior and hospitality management research. Previous studies have identified various antecedents of turnover intention, including personality traits, leadership styles, meaningful work, job satisfaction, work engagement, and withdrawal behaviors. While these studies have significantly contributed to understanding employee retention, most have examined these factors independently or within limited conceptual frameworks.

Research on personality traits has demonstrated that employees' dispositional characteristics influence

their work attitudes, coping abilities, and intentions to remain with their organizations. Similarly, studies on transformational leadership have emphasized the role of leadership behaviors in fostering employee commitment and reducing turnover intention. Meaningful work has been identified as an important motivational factor that enhances employee engagement and organizational attachment, whereas psychological work withdrawal has been recognized as an early indicator of disengagement and potential turnover behavior.

Despite these contributions, limited research has integrated personality traits, transformational leadership, meaningful work, and psychological work withdrawal within a single framework to explain employee turnover intention, particularly in the hospitality industry. Existing studies have generally focused on one or two predictors, thereby providing only a partial understanding of the factors influencing employees' intentions to leave their organizations. Furthermore, empirical evidence from the hospitality sector remains relatively limited despite the industry's persistent turnover challenges.

To address these gaps, the present study develops and empirically tests an integrated framework that examines the direct effects of personality traits, transformational leadership, meaningful work, and psychological work withdrawal on employee turnover intention. By simultaneously investigating these dispositional, leadership, motivational, and behavioral factors, the study provides a more comprehensive understanding of employee turnover intention within the hospitality context.

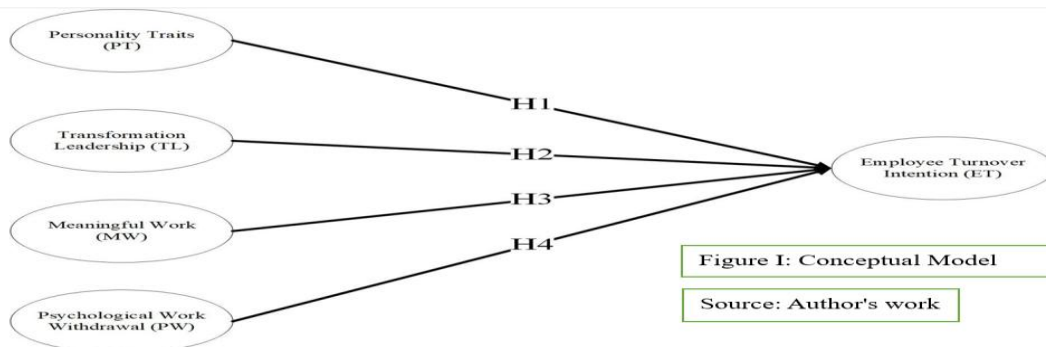


Figure I: Conceptual Model

Source: Author's work

Figure 1: Conceptual Model

Table I: Measurement Items

Construct	Measurement Items	Alignment with Study Objectives	References
Personality Traits (Big Five)	PT1 (Openness): I enjoy exploring new ways to serve guests and bring creative solutions.	Captures dispositional antecedents of turnover intention by linking Big Five traits to TPWB and SDT motivational pathways. Helps explain why some employees are more resilient and engaged in hospitality contexts.	Krishnan & Radhakrishnan (2025); Liu & Wong (2023); Xu et al. (2022)
	PT2 (Conscientiousness): I consistently strive to complete my tasks with accuracy.		
	PT3 (Extraversion): I find energy in interacting with guests.		
	PT4 (Agreeableness): I try to create a supportive atmosphere.		
	PT5 (Emotional Stability / Neuroticism): I remain calm under pressure.		
Transformational Leadership	TL1: Specifies the importance of purpose.	Measures leaders' ability to inspire, motivate, and provide individualized support, which influences meaningful work perceptions and reduces turnover intentions through psychological need satisfaction.	(Croes et al., 2025; Sánchez-Cardona et al., 2023; Yan et al., 2021)
	TL2: Articulates a compelling vision of the future.		
	TL3: Treats others as individuals.		
	TL4: Seeks differing perspectives.		
	TL5: Helps others develop strengths.		
	TL6: Spends time teaching and coaching		
Meaningful Work	MW1: I understand how my work contributes to my life's meaning.	Captures employees' perception of significance, purpose, and value in their work, which strengthens motivation and reduces withdrawal/turnover intentions.	Steger et al. (2012); Charles-Leija et al. (2023); Duarte & Silva (2023); Amankwaa et al. (2022); Rošková et al. (2024)
	MW2: I view my work as contributing to my personal growth.		

	<p>MW3: I know my work makes a positive difference in the world.</p> <p>MW4: My work helps me better understand myself.</p> <p>MW5: I have discovered work that has a satisfying purpose.</p>		
Psychological Work Withdrawal	<p>PWW1: I often thought of being absent.</p> <p>PWW2: How often do you daydream?</p> <p>PWW3: How often do you spend work time on personal matters?</p> <p>PWW4: How often do you put less effort into the job?</p> <p>PWW5: How often do you think of leaving the current job?</p> <p>PWW6: How often do you let others do your work?</p>	Assesses cognitive and emotional disengagement behaviors as an early warning sign of turnover intention. Functions as a mediator between meaningful work and turnover.	Han (2022); Biswakarma et al. (2024); Khawaja et al. (2022); Tetteh et al. (2022)
Employee Turnover Intention	<p>ETI1: I think a lot about leaving my organization.</p> <p>ETI2: I am actively searching for alternatives.</p> <p>ETI3: As soon as it is possible, I will leave my organization.</p> <p>ETI4: I feel emotionally detached from the long-term future of my job.</p> <p>ETI5: Even when work is stable, I still feel like quitting my job.</p>	Captures employees' conscious deliberation about quitting; the ultimate outcome variable is explained by personality, leadership, meaningful work, and withdrawal.	Saleem et al. (2021); Saleh & Elsokkary (2025); Rabiul et al. (2025); Maziriri et al. (2023)

Source: Author's work

3. Research Methodology

3.1 Research Design

This study adopted a quantitative, cross-sectional survey design to examine the direct effects of personality traits, transformational leadership, meaningful work, and psychological work withdrawal on employee turnover intention within the hospitality industry. A structured questionnaire was developed using measurement items adapted from previously validated scales and modified to

suit the hospitality context. The quantitative survey approach was considered appropriate because the study sought to examine relationships among multiple latent constructs and test a theoretically derived model using Structural Equation Modeling (SEM) techniques (Hair et al., 2019).

The target population comprised employees working in hotels, resorts, and restaurants across India. These states were selected due to their growing hospitality sectors, significant tourism activity, and diverse hospitality workforce. Data

were collected through a structured self-administered questionnaire distributed to hospitality employees in participating organizations. A non-probability convenience sampling approach was employed because of the practical challenges associated with obtaining a comprehensive sampling frame of hospitality employees across the study area.

The minimum required sample size was determined using G*Power software to ensure adequate statistical power for hypothesis testing. A total of 700 questionnaires were distributed among hospitality employees working in hotels, resorts, and

restaurants across different regions of India. After data screening and the removal of incomplete responses, 535 usable questionnaires were retained for analysis, resulting in a response rate of 76.43%. The final sample exceeded the minimum sample size requirements for PLS-SEM analysis, thereby ensuring sufficient statistical power and robustness of the findings.

Data analysis was conducted using WarpPLS software. The demographic characteristics of the respondents are presented in Table II.

Table II. Demographic Profile of Respondents (N = 535)

Variable	Category	N	Percent	Total (%)
Gender	Male	414	77.4	100
	Female	121	22.6	
Age Group	< 26 years	262	48.9	100
	26–35 years	206	38.5	
	≥ 36 years	67	12.5	
Education Level	Postgraduate	244	45.6	100
	High School/Diploma	196	36.6	
	Undergraduate	83	15.5	
	Vocational/Certificate	12	2.2	
Work Experience	< 1 year	26	4.9	100
	1–3 years	161	30.1	
	3–5 years	228	42.6	
	5–7 years	66	12.3	
	> 7 years	54	10.1	
Job Designations	Guest Relations Executive	53	9.9	
	Assistant Manager HR	51	9.5	
	Reservation Executive	50	9.3	
	Receptionist/Front Desk Agent	50	9.3	
	Front Office Manager	50	9.3	
	Restaurant Manager	50	9.3	
	F&B Manager	49	9.2	

Source: Author's work

The demographic profile indicates that the majority of respondents were male (77.4%), while female respondents accounted for 22.6% of the sample. Most participants were below 35 years of age (87.4%), reflecting the relatively young workforce characteristic of the hospitality industry. In terms of education, the majority possessed postgraduate qualifications (45.6%), followed by high school or diploma qualifications (36.6%). Regarding work experience, most respondents reported between three and five years of experience (42.6%), suggesting adequate familiarity with hospitality

work environments. The sample also included employees from a variety of operational and managerial positions, thereby providing a diverse representation of hospitality professionals.

3.2 Measurement of Constructs

All study variables were measured using multi-item scales assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Personality Traits (PT) were measured using items adapted from the Big Five personality framework

(Krishnan & Rathakrishnan, 2025; Liu & Wong, 2023; Xu et al., 2022).

Personality Traits were operationalized as a higher-order construct encompassing the five dimensions of the Big Five personality model, namely openness, conscientiousness, extraversion, agreeableness, and emotional stability. The study aimed to examine the overall influence of personality on employee turnover intention rather than investigate the individual effects of each personality dimension. Consistent with the principle of parsimony and higher-order construct modeling in PLS-SEM, the five dimensions were aggregated into a single latent construct representing employees' overall personality disposition. This approach is appropriate when the broader construct is of primary theoretical interest and the dimensions collectively reflect a common underlying personality framework. Accordingly, Personality Traits were treated as a unified construct throughout the analysis.

Transformational Leadership (TL) was measured using items adapted from the Multifactor Leadership Questionnaire (MLQ) (Croes et al., 2025; Sánchez-Cardona et al., 2023; Yan et al., 2021b). Meaningful Work (MW) was assessed using items adapted from the Work and Meaning Inventory (WAMI) developed by Steger et al. (2012). Psychological Work Withdrawal (PWW) was measured using items adapted from established withdrawal cognition and disengagement scales. Employee Turnover Intention (ETI) was assessed using previously validated turnover intention measures.

To establish content and face validity, the questionnaire was reviewed by three academic experts and two hospitality industry professionals possessing extensive knowledge and experience in the Indian hospitality industry. A pilot study involving 30 hospitality employees from the study area was subsequently conducted to assess item clarity, wording, and comprehensibility. Based on participant feedback, minor revisions were made before the final administration of the questionnaire.

3.3 Data Analysis

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with WarpPLS software. PLS-SEM was selected

because it is well suited for examining complex relationships among multiple latent constructs and is widely used in organizational behavior and hospitality research (Hair et al., 2019). Furthermore, PLS-SEM is appropriate for predictive research and enables the simultaneous assessment of both measurement and structural models.

The analysis was conducted in two stages. First, the measurement model was evaluated to assess the reliability and validity of the constructs. Internal consistency reliability was examined using Cronbach's Alpha and Composite Reliability (CR), while convergent validity was assessed through factor loadings and Average Variance Extracted (AVE). Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT).

Second, the structural model was assessed to test the hypothesized relationships among personality traits, transformational leadership, meaningful work, psychological work withdrawal, and employee turnover intention. The structural model evaluation included the examination of path coefficients (β), significance levels (p -values), coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). These analyses enabled the assessment of the explanatory and predictive power of the proposed model in explaining employee turnover intention within the hospitality industry.

The use of PLS-SEM provided a rigorous analytical framework for evaluating the proposed research model and examining the direct effects of the study variables on employee turnover intention.

3.4 Justification for Using PLS-SEM

PLS-SEM was selected as the primary analytical technique because the study was prediction-oriented and aimed to explain employee turnover intention through multiple antecedent variables. Unlike Covariance-Based Structural Equation Modeling (CB-SEM), which primarily focuses on theory confirmation and overall model fit, PLS-SEM emphasizes variance explanation and prediction of endogenous constructs, making it particularly suitable for the objectives of the present study (Hair et al., 2019).

The proposed research model integrates multiple latent constructs drawn from the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT), including personality traits, transformational leadership, meaningful work, psychological work withdrawal, and employee turnover intention. PLS-SEM is well-suited for simultaneously estimating complex relationships among these constructs while maximizing the explained variance of the dependent variable.

Furthermore, all constructs in the study were operationalized as reflective measurement models. PLS-SEM provides robust parameter estimates for reflective constructs and has been widely applied in hospitality and organizational behavior research. Preliminary data screening also indicated deviations from multivariate normality for several indicators. Since PLS-SEM does not require strict normality assumptions and performs effectively under non-normal data conditions, it was considered an appropriate analytical approach for the present study (Hair et al., 2019).

Therefore, PLS-SEM using WarpPLS was employed to evaluate both the measurement model and the structural relationships among the study variables.

4. Results and Analysis

4.1 Measurement Model Evaluation

The measurement model was evaluated through reliability, convergent validity, and discriminant validity assessments. Internal consistency reliability was examined using Cronbach's Alpha, Composite Reliability (CR), and Dijkstra–Henseler's rhoA. As shown in Table III, all constructs exceeded the recommended threshold of 0.70 for Cronbach's Alpha and Composite Reliability, indicating

satisfactory reliability (Hair et al., 2019). Personality Traits ($\alpha = 0.924$; CR = 0.943), Meaningful Work ($\alpha = 0.928$; CR = 0.946), Psychological Work Withdrawal ($\alpha = 0.889$; CR = 0.915), and Employee Turnover Intention ($\alpha = 0.924$; CR = 0.943) demonstrated excellent reliability, while Transformational Leadership ($\alpha = 0.773$; CR = 0.841) showed acceptable reliability. Furthermore, rhoA values ranged from 0.780 to 0.929, providing additional support for construct reliability.

Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE). Most indicator loadings exceeded the recommended threshold of 0.70 and were statistically significant. The AVE values ranged from 0.469 to 0.777. Personality Traits (AVE = 0.768), Meaningful Work (AVE = 0.777), Psychological Work Withdrawal (AVE = 0.643), and Employee Turnover Intention (AVE = 0.768) demonstrated satisfactory convergent validity. Although the AVE value for Transformational Leadership (AVE = 0.469) was slightly below the recommended threshold of 0.50, the construct was retained because its Composite Reliability (CR = 0.841) exceeded the recommended level, consistent with Hair et al. (2019).

Discriminant validity was evaluated using the Fornell–Larcker criterion. As shown in Table III, the square roots of the AVE values (diagonal elements) were greater than the corresponding inter-construct correlations, indicating adequate discriminant validity. For example, the square root of AVE for Personality Traits (0.876) exceeded its correlations with Transformational Leadership (0.722), Meaningful Work (0.164), Psychological Work Withdrawal (0.202), and Employee Turnover Intention (0.610). Similar results were observed for all other constructs, confirming that each construct was empirically distinct from the others.

Table III: Reliability, Convergent Validity, and Discriminant Validity Assessment

Construct	Cronbach's Alpha	CR	AVE	rho_A (PLSc)	PLSc Loadings (Range)	PT	TL	MW	PSW	ET
Personality Traits (PT)	0.924	0.943	0.768	0.924	0.824 – 0.868	0.876				
Transformational	0.773	0.841	0.469	0.780	0.514 – 0.773	0.722	0.685			

Leadership (TL)											
Meaningful Work (MW)	0.928	0.946	0.777	0.929	0.814 – 0.879	0.164	0.108	0.882			
Psychological Work Withdrawal (PSW)	0.889	0.915	0.643	0.889	0.722 – 0.774	0.202	0.183	0.786	0.802		
Employee Turnover Intention (ET)	0.924	0.943	0.768	0.925	0.807 – 0.868	0.610	0.500	0.543	0.577	0.876	

Source: Author's work

4.2. Structural Model Evaluation

The structural model was assessed to examine the direct effects of personality traits, transformational leadership, meaningful work, and psychological work withdrawal on employee turnover intention. The results indicated that the proposed model explained a substantial proportion of variance in employee turnover intention, with an R² value of 0.625. This suggests that the four predictor variables jointly accounted for 62.5% of the variance in employee turnover intention.

The predictive relevance of the model was also supported, as evidenced by a positive Q² value of 0.625, indicating satisfactory predictive capability. Furthermore, model fit was supported by a significant Average Path Coefficient (APC = 0.270, p < 0.001), demonstrating that the structural

relationships within the model were statistically meaningful.

The hypothesis testing results revealed that all proposed relationships were statistically significant (p < 0.001), as illustrated in Figure 1. Personality Traits emerged as the strongest predictor of employee turnover intention (β = -0.393, f² = 0.241), followed by Psychological Work Withdrawal (β = 0.280, f² = 0.163), Meaningful Work (β = -0.240, f² = 0.131), and Transformational Leadership (β = -0.168, f² = 0.091). According to Cohen's (1988) guidelines, the effect sizes ranged from small to moderate, indicating meaningful practical significance.

Overall, the findings support all four hypotheses and demonstrate the explanatory and predictive strength of the proposed model in understanding employee turnover intention within the hospitality industry.

Table IV. Combined Loadings and Cross-Loadings

Indicator	PT	TL	MW	PSW	ET	Type	SE	p-value
PT1	0.874	-0.033	-0.057	0.044	-0.015	Reflective	0.039	<0.001
PT2	0.866	0.078	0.107	-0.112	0.042	Reflective	0.039	<0.001
PT3	0.884	-0.085	0.081	-0.045	-0.026	Reflective	0.039	<0.001
PT4	0.875	0.062	-0.073	0.140	-0.059	Reflective	0.039	<0.001
PT5	0.881	-0.020	-0.058	-0.027	0.041	Reflective	0.039	<0.001
TL1	-0.017	0.731	-0.059	-0.007	-0.041	Reflective	0.040	<0.001
TL2	-0.061	0.713	-0.012	0.119	-0.127	Reflective	0.040	<0.001
TL3	-0.219	0.698	-0.043	-0.009	0.018	Reflective	0.040	<0.001
TL4	0.052	0.624	-0.075	0.146	-0.056	Reflective	0.040	<0.001
TL5	-0.105	0.697	0.232	-0.085	-0.146	Reflective	0.040	<0.001
TL6	0.389	0.642	-0.052	-0.164	0.286	Reflective	0.040	<0.001
MW1	-0.030	0.005	0.890	-0.006	0.009	Reflective	0.039	<0.001
MW2	0.006	0.015	0.867	-0.023	-0.046	Reflective	0.039	<0.001
MW3	0.021	-0.045	0.885	-0.026	-0.011	Reflective	0.039	<0.001

MW4	0.008	-0.000	0.880	0.106	-0.007	Reflective	0.039	<0.001
MW5	-0.004	0.026	0.886	-0.049	0.053	Reflective	0.039	<0.001
PSW1	-0.093	0.015	0.114	0.810	0.008	Reflective	0.039	<0.001
PSW2	0.103	-0.043	-0.097	0.805	-0.015	Reflective	0.039	<0.001
PSW3	0.055	-0.011	0.090	0.807	-0.052	Reflective	0.039	<0.001
PSW4	0.019	-0.019	-0.058	0.777	0.005	Reflective	0.039	<0.001
PSW5	0.021	-0.019	0.029	0.812	-0.005	Reflective	0.039	<0.001
PSW6	-0.105	0.078	-0.082	0.798	0.060	Reflective	0.039	<0.001
ET1	-0.050	-0.002	0.010	-0.031	0.866	Reflective	0.039	<0.001
ET2	0.072	0.002	0.050	-0.065	0.885	Reflective	0.039	<0.001
ET3	0.038	-0.047	0.025	0.014	0.869	Reflective	0.039	<0.001
ET4	-0.067	0.082	-0.090	0.106	0.881	Reflective	0.039	<0.001
ET5	0.007	-0.019	0.005	-0.024	0.881	Reflective	0.039	<0.001

Source: Author's work

4.3. Interpretation

The findings indicate that the proposed model provides empirical support for integrating the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT) within the hospitality industry context (Rabiul et al., 2025; Saleh & Elsokkary, 2025). The model explained 62.5% of the variance in employee turnover intention, demonstrating substantial explanatory power and highlighting the importance of dispositional, leadership, motivational, and behavioral factors in understanding employees' intentions to leave their organizations.

Among the predictors, Personality Traits emerged as the strongest determinant of employee turnover intention ($\beta = -0.393$, $p < 0.001$). This finding reinforces the argument that individual differences play a critical role in shaping employees' attitudes, coping mechanisms, and behavioral intentions within demanding hospitality environments (Başer et al., 2025; Xu et al., 2022). The result suggests that organizations should consider personality characteristics during recruitment and selection processes while also developing supportive workplace practices that enhance employee retention.

Psychological Work Withdrawal was identified as a significant positive predictor of employee turnover intention ($\beta = 0.280$, $p < 0.001$). This finding supports previous research suggesting that cognitive and emotional disengagement from work serves as an early indicator of employees' intentions to leave

the organization (Han, 2022; Tetteh et al., 2022). Employees who become mentally detached from their work are more likely to develop withdrawal cognitions and eventually consider leaving their jobs.

Meaningful Work ($\beta = -0.240$, $p < 0.001$) and Transformational Leadership ($\beta = -0.168$, $p < 0.001$) also demonstrated significant negative effects on employee turnover intention. Consistent with Self-Determination Theory, employees who perceive their work as meaningful and experience supportive leadership are more likely to satisfy their psychological needs for autonomy, competence, and relatedness, thereby reducing their intentions to leave the organization (Qi et al., 2022; Sobaih et al., 2022). These findings highlight the importance of leadership development initiatives and meaningful job design practices in enhancing employee retention.

Overall, the results suggest that employee turnover intention is influenced by a combination of dispositional, leadership, motivational, and behavioral factors. Theoretically, the study extends the application of TPWB and SDT within hospitality research by integrating multiple antecedents of turnover intention into a single explanatory framework. Practically, the findings emphasize the importance of personality-based recruitment, transformational leadership development, meaningful job design, and early identification of psychological work withdrawal as strategies for reducing employee turnover in hospitality organizations.

Table V. Structural Model Results

Path	β (Coefficient)	SE	p-value	f ² (Effect Size)	Significance
Personality Traits → Turnover Intention	-0.393	0.041	<0.001	0.241	Significant
Transformational Leadership → Turnover Intention	-0.168	0.042	<0.001	0.091	Significant
Meaningful Work → Turnover Intention	-0.240	0.042	<0.001	0.131	Significant
Psychological Work Withdrawal → Turnover Intention	0.280	0.042	<0.001	0.163	Significant
Notes: ***p < 0.001. Effect size thresholds: small (0.02), medium (0.15), large (0.35) (Cohen, 1988).					

Source: Author's work

5. Discussion

The findings provide strong empirical support for the proposed model, demonstrating that personality traits, transformational leadership, meaningful work, and psychological work withdrawal are significant predictors of employee turnover intention within the hospitality industry. The model exhibited substantial explanatory power, accounting for 62.5% of the variance in employee turnover intention ($R^2 = 0.625$). Furthermore, the model fit indices satisfied the recommended thresholds (APC = 0.270, $p < 0.001$), indicating satisfactory model quality and predictive capability. These results suggest that turnover intention among hospitality employees is influenced by a combination of dispositional, leadership, motivational, and behavioral factors.

Among all predictors, personality traits emerged as the strongest determinant of employee turnover intention. The negative relationship between personality traits and turnover intention suggests that employees possessing favorable personality characteristics, such as conscientiousness, emotional stability, agreeableness, openness, and extraversion, are less likely to consider leaving their organizations. This finding supports previous research indicating that positive personality attributes enhance resilience, adaptability, stress management, and organizational commitment in demanding hospitality environments (Başer et al., 2025; Xu et al., 2022). The results highlight the importance of incorporating personality assessments

into recruitment and selection processes to improve employee retention.

Psychological work withdrawal was identified as a significant positive predictor of employee turnover intention. Employees who frequently experience cognitive and emotional disengagement from their work, such as reduced effort, daydreaming, and withdrawal cognitions, are more likely to develop intentions to leave the organization. This finding is consistent with prior studies that characterize psychological withdrawal as an early warning indicator of employee turnover (Han, 2022; Tetteh et al., 2022). For hospitality organizations, monitoring withdrawal behaviors can provide managers with opportunities to intervene before disengagement progresses into actual turnover.

Meaningful work was also found to have a significant negative effect on employee turnover intention. Employees who perceive their work as purposeful, valuable, and aligned with their personal values are less likely to consider leaving their jobs. This finding supports Self-Determination Theory, which suggests that meaningful work enhances intrinsic motivation by satisfying employees' needs for autonomy, competence, and relatedness. In hospitality settings, where employees often face emotional labor and demanding customer interactions, meaningful work can serve as an important psychological resource that strengthens organizational commitment and reduces turnover intentions.

Similarly, transformational leadership demonstrated a significant negative influence on employee turnover intention. Leaders who communicate an inspiring vision, provide individualized support, encourage employee development, and foster trust contribute to lower turnover intentions among hospitality employees. This finding is consistent with previous research suggesting that transformational leadership promotes employee engagement, commitment, and psychological well-being. In highly service-oriented hospitality environments, transformational leadership appears particularly valuable in creating supportive work climates that encourage employees to remain with their organizations.

Overall, the findings support the integration of the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT) in explaining employee turnover intention. TPWB helps explain how individual dispositions influence behavioral intentions, while SDT highlights the importance of fulfilling employees' psychological needs through meaningful work experiences and supportive leadership practices. Together, these perspectives provide a comprehensive explanation of why hospitality employees choose to remain with or leave their organizations.

From a practical perspective, the findings suggest that hospitality organizations should adopt a comprehensive retention strategy rather than relying solely on financial incentives. Personality-based recruitment, transformational leadership development programs, meaningful job design, and early identification of psychological work withdrawal can collectively contribute to reducing employee turnover intention. By addressing these dispositional, relational, motivational, and behavioral factors, hospitality organizations can enhance employee retention, service quality, customer satisfaction, and long-term organizational sustainability.

6. Contributions

6.1 Theoretical Contributions

The present study contributes to the employee turnover intention literature by integrating the Theory of Purposeful Work Behavior (TPWB) and

Self-Determination Theory (SDT) into a unified framework. Previous studies have often examined turnover intention from either a cognitive-behavioral perspective or a motivational perspective. By combining these theoretical approaches, the current study provides a more comprehensive understanding of how dispositional, leadership, motivational, and behavioral factors jointly influence employee turnover intention within the hospitality industry.

A key theoretical contribution of this study lies in its examination of personality traits, transformational leadership, meaningful work, and psychological work withdrawal within a single predictive model. While prior studies have typically investigated these variables independently, the present research demonstrates their simultaneous influence on turnover intention. The findings reveal that personality traits represent the strongest predictor of turnover intention, highlighting the importance of individual differences in shaping employees' workplace attitudes and retention decisions.

The study further extends the application of Self-Determination Theory by demonstrating that meaningful work and transformational leadership significantly reduce employee turnover intention. These findings support the proposition that the satisfaction of employees' psychological needs for autonomy, competence, and relatedness contributes to stronger organizational attachment and lower intentions to leave. In addition, the study highlights psychological work withdrawal as an important behavioral antecedent of turnover intention, reinforcing the view that cognitive and emotional disengagement serve as early indicators of potential employee attrition.

Finally, the study contributes to hospitality management literature by validating the applicability of TPWB and SDT within a high-contact service environment characterized by emotional labor, customer interaction, and high employee turnover. The findings demonstrate that these theoretical frameworks remain relevant in explaining employee retention behavior in hospitality settings and broaden their applicability beyond general organizational contexts.

6.2 Practical Contributions

The findings of this study offer several practical implications for hospitality organizations seeking to reduce employee turnover and improve workforce stability.

First, the strong influence of personality traits on turnover intention suggests that hospitality organizations should incorporate personality-based assessment tools into recruitment and selection processes. Identifying individuals whose personality characteristics align with the demands of hospitality work can improve person-job fit, enhance employee resilience, and reduce turnover risk.

Second, transformational leadership emerged as a significant predictor of employee retention. Hospitality organizations should therefore invest in leadership development programs that strengthen managers' abilities to communicate a compelling vision, provide individualized support, recognize employee contributions, and foster trust. Such leadership practices can enhance employee commitment and reduce intentions to leave.

Third, the findings emphasize the importance of creating meaningful work experiences. Organizations can enhance employees' perceptions of work meaningfulness by providing greater

autonomy, opportunities for personal growth, clear career pathways, and stronger connections between daily tasks and organizational goals. Employees who perceive their work as purposeful are more likely to remain engaged and committed to the organization.

Fourth, psychological work withdrawal was found to increase employee turnover intention significantly. Hospitality organizations should therefore establish mechanisms for identifying early signs of withdrawal, such as declining engagement, reduced effort, absentee tendencies, and emotional detachment. Regular employee feedback systems, pulse surveys, and performance discussions can help managers identify disengagement before it develops into actual turnover.

Collectively, these recommendations encourage hospitality organizations to move beyond traditional retention approaches focused primarily on compensation and benefits. By addressing dispositional, leadership, motivational, and behavioral factors simultaneously, organizations can develop comprehensive retention strategies that improve employee satisfaction, service quality, customer experiences, and long-term organizational sustainability.



Figure II: Strategic Framework for Reducing Turnover Intention in Hospitality

7. Conclusion

The present study examined the influence of personality traits, transformational leadership, meaningful work, and psychological work withdrawal on employee turnover intention within the hospitality industry by integrating the Theory of Purposeful Work Behavior (TPWB) and Self-Determination Theory (SDT). The findings provide strong empirical evidence that all four predictors significantly influence employee turnover intention and collectively explain a substantial proportion of its variance ($R^2 = 0.625$).

Among the predictors, personality traits emerged as the strongest determinant of employee turnover intention, highlighting the importance of individual differences in shaping employees' workplace attitudes and retention decisions. The results further demonstrate that transformational leadership and meaningful work significantly reduce employees' intentions to leave by fostering supportive work environments and enhancing intrinsic motivation. Conversely, psychological work withdrawal was found to increase turnover intention, suggesting that cognitive and emotional disengagement serves as an important warning sign of potential employee attrition.

The study contributes to the hospitality literature by providing an integrated framework that combines dispositional, leadership, motivational, and behavioral factors within a single explanatory model. The findings support the applicability of TPWB and SDT in explaining turnover intention in hospitality settings characterized by emotional labor, customer interaction, and workforce instability.

From a managerial perspective, the results emphasize the importance of personality-based recruitment, transformational leadership development, meaningful job design, and the early identification of psychological work withdrawal as effective strategies for reducing employee turnover. By implementing these practices, hospitality organizations can enhance employee retention, improve service quality, strengthen customer satisfaction, and promote long-term organizational sustainability.

8. Limitations and Directions for Future Research

Despite its contributions, this study has several limitations that should be acknowledged. First, the study employed a cross-sectional research design, which limits the ability to establish causal relationships among the study variables. Future studies may adopt longitudinal or multi-wave research designs to examine how personality traits, leadership behaviors, meaningful work perceptions, and psychological work withdrawal influence turnover intention over time.

Second, the study was conducted among employees working in hotels, resorts, and restaurants across the Indian hospitality industry. Consequently, the findings may not be fully generalizable to hospitality employees in other regions or countries with different cultural, economic, and organizational contexts. Future research should examine the proposed model across diverse geographical and cultural settings to enhance the generalizability of the findings.

Third, the study relied exclusively on self-reported data, which may introduce common method bias and social desirability bias. Future studies could incorporate multiple data sources, such as supervisor evaluations, organizational records, or human resource data, to strengthen the validity of the findings.

Fourth, the study focused exclusively on the direct effects of personality traits, transformational leadership, meaningful work, and psychological work withdrawal on employee turnover intention. Future research may extend the model by examining potential mediating or moderating variables, such as job satisfaction, organizational commitment, employee engagement, psychological safety, organizational climate, tenure, or perceived organizational support.

Finally, although the study was conducted within the hospitality industry, future research could test the model in other service-intensive sectors, such as healthcare, retail, tourism, banking, and education, to evaluate the robustness and applicability of the findings across different organizational contexts.

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