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**Organization Development Interventions (ODI)
on Employee Turnover Intention at AAA Hotel, Thailand**

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Abstract

The purpose of the research was to investigate the impact of an organization development intervention on turnover intention at a hotel in Thailand. The research was conducted from December 2023 to January 2024 at AAA Hotel, a medium-sized hotel attached to a conference center in Bangkok. AAA Hotel has strategically targeted a reduced turnover rate. Having seen success with its initial changes, it would like to build on these improvements. The research was situated in five hotel departments with the highest turnover, and it sampled 125 of the approximately 200 staff members at the hotel. The research investigated five key variables, including job satisfaction, employee motivation, performance management, organizational commitment, and turnover intention. An appreciative inquiry approach to intervention was used, with interventions including job-building workshops, individual career discussions, implementation of employee recognition and short-term reward programs, and team-building activities. Data was collected using pre- and post-intervention surveys, along with interviews. Survey data was analyzed using descriptive statistics, regression, and paired t-tests, while interview data was analyzed using content analysis. Quantitative findings showed that job satisfaction, employee motivation, performance management, and organizational commitment were significantly higher post-intervention, while turnover intention was significantly lower. Qualitative findings showed that employees were positive about the changes but still concerned with a lack of career progression. Furthermore, the qualitative findings revealed that employees did not find many opportunities within the organization, and while this did improve over the course of the intervention there were still limited opportunities seen. During the interventions, reasons why employees chose to leave AAA hotel were revealed, including a perception that there was a lack of career progression opportunities and in some roles, there was limited autonomy to make even small decisions. Thus, despite the optimistic view given by the quantitative findings, there are clearly still issues that remain for AAA Hotel, which need to be addressed in further organizational change processes. The research concluded that the changes implemented during the intervention were positive, but that there were additional changes needed to cement these gains. Further techno-structural interventions were recommended to the hotel.

Keywords: hospitality, job attitudes, organization development, turnover intention.

Introduction

The purpose of the research presented here was to investigate the impact of an organization development intervention (ODI) on turnover intention at a Thai hotel (AAA Hotel). Voluntary turnover (or employee voluntary separation from the company) is a serious problem in the global hospitality industry, which has been estimated to have a 30% to 75% annual turnover rate depending on country and company (Michael & Fotiadis, 2022). The hospitality industry's historic high turnover is driven at least partly by low rates of pay and the seasonal nature of the industry in most places, which discourages long-term and full-time employment (Michael & Fotiadis, 2022). Researchers have identified a nuanced view of hospitality turnover that goes beyond industry seasonality. For example, some studies have shown that conflict and poor relationships between supervisors and co-workers is a common contributor to turnover (Chen & Wang, 2019; Haldorai et al., 2019). Burnout associated with the high demands of emotional labor within the sector also contributes (Haldorai et al., 2019). Lack of training and development (Khan et al., 2021), few prospects for career progression (Haldorai et al., 2019), and low overall job satisfaction (Holston Okae, 2018) are also implicated in the high rate of turnover in the hospitality industry. It has even been stated that the hospitality industry has a 'turnover culture', in which it is assumed that high turnover rates are unavoidable or too expensive to do anything about, and therefore are simply accepted (Abo-Murad & Al-Khrabsheh, 2019). Thus, high turnover rates in the global hospitality industry are often simply accepted.

Thailand has one of the world's lowest turnover rates overall, with one estimate indicating that national turnover rates are about 6% (Teo, 2020). However, the hospitality industry is an exception, with low wages, few opportunities for advancement, and poor working conditions contributing to an abnormally high turnover rate in the sector (Kaewsaeng-on et al., 2021). According to one report, hospitality industry turnover rates were 27.6% in 2023, second only to the retail industry for turnover rates. Thus, while turnover may be lower in the Thai hospitality industry than the global industry, it remains a significant issue. Since high turnover can seriously erode the economic efficiency and productivity of firms due to the high costs and loss of knowledge associated with it (Teo, 2020), this remains a serious issue for the industry.

The research was situated at AAA Hotel, a mid-sized hotel attached to a conference center in Bangkok. AAA Hotel has recognized the problems caused by high turnover and has gradually been implementing organizational changes intended to reduce turnover. This strategic direction, which has been ongoing since 2018, initially reduced turnover to 12% in 2019; however, the COVID pandemic significantly increased turnover, which peaked at 36%. With turnover at about 18% (year-to-date) when the ODI was conducted, the hotel management saw significant room for improvement.

According to the SOAR analysis, which is summarized in Table 1, the hotel has considerable strengths, including small and close-knit teams and an active concern about turnover. The managers also see many opportunities to reduce turnover, such as improving relationships, developing progression paths, improving training and development, and improving employee attitudes such as job satisfaction, employee motivation, performance management, and organizational commitment. The initial intervention focused on this last opportunity as a way to improve turnover intention for individual employees.

Table 1

Summary of the SOAR analysis

SOAR analysis	
<p>Strengths</p> <ul style="list-style-type: none"> - Small departments and teams that work closely together - Some teams work very well together and have low turnover <p>Actively concerned about turnover and working to reduce it</p>	<p>Opportunities</p> <ul style="list-style-type: none"> - Increasing of Eco-tourism Trend enhances Eco-friendly Amenities opportunities for the industry and the hotel. - Disruptions of technologies under Omnichannel or Seamless experience enhances opportunities to offer communication platforms to effectively commutate to customers and prospects from online bookings to all communication platforms without gaps. - Traveling Industry’s collaboration among travel agencies and online booking platforms enhances opportunities to identify and focus on potentially groups of customers such as families and businesses travelers and upcoming major events participants.
<p>Aspirations</p> <ul style="list-style-type: none"> - Make AAA Hotel a desired place to be an employee of choice and the best employer - Culture would reinforce the behavior of what people need to develop in the future 	<p>Results</p> <ul style="list-style-type: none"> - Reward policy has led to a reduction in turnover rates in employee morale and employee retention - New roles, responsibilities, and/or reporting structures to support the customer and organization better

Literature Review

Turnover intention

Turnover intention refers to the employee’s decision to leave their employer in the near future (Shuck et al., 2017). Turnover intention is typically related to voluntary turnover, where the employee makes the decision to leave, rather than involuntary turnover (firing or layoffs), as involuntary turnover is not controlled by the employee (Kew & Stredwick, 2016). Turnover intention is a good (though not perfect) predictor of employee turnover in the short term (Hongvichit, 2015). Therefore, even though the two do not overlap precisely, the research uses turnover intention as a general predictor of the employee’s likelihood of turning over in the near future.

Job satisfaction

Job satisfaction has been classically defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience (Locke, 1976).” Within this classical definition of job satisfaction, different dimensions such as the work itself, pay and compensation, opportunities for promotion, and relationships with supervisors and co-workers contribute to overall satisfaction (Luthans, 2011). Job satisfaction is related to employee motivation and may be used as a proxy variable for employee motivation (Zámečník, 2014). However, the construct of job satisfaction is focused on the emotional evaluation of the work experience, while employee motivation is an interaction of emotional and cognitive evaluation, which translates into behavior (Kian et al., 2014). Thus, both of these constructs are used.

Employee motivation

Employee motivation may be defined as “why people choose a particular action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties or problems (Mullins, 2005, p. 471).” Key theories of employee motivation, including the hierarchy of needs (Maslow, 1943), expectancy theory (Miner, 2005), and the two-factor theory of motivation (Herzberg et al., 1959) have been used since the mid-20th century. However, a new theory, so-called ‘nudge’ theory, has only been introduced recently (Thaler & Sunstein, 2008). Thus, the theoretical basis of employee motivation is still under development.

Motivation can be intrinsic (internally driven) or extrinsic (externally driven) (Kuvaas et al., 2017). Kuvaas et al. (2017) reports that intrinsic motivation (for example intellectual interest) is a stronger predictor of job performance, while extrinsic motivation (for example financial incentives) is a weak or even negative predictor of job performance. While employee motivation is often measured indirectly, in this research it is measured directly following the argument that it is a distinct construct from proxies such as satisfaction and commitment (Zámečník, 2014).

Performance management

Performance management is the systems and procedures an organization uses to evaluate the employee’s performance and determine rewards (for example promotion opportunities) based on this evaluation (Tziner & Rabenu, 2018). Performance management systems are tied to incentive and compensation systems, as well as career progression systems (Kew & Stredwick, 2016), making them a particularly important internal system for employees. This research focused on the employee’s perception of the performance management system, or in other words how the employee viewed aspects of the system such as procedural justice (fairness of procedures) and outcome justice (fairness of outcomes) (Berdicchia et al., 2023). These perceptions, rather than the objective systems, are the main factors in employee attitudes (Berdicchia et al., 2023), which is why it was selected as a perspective.

Organizational commitment

Organizational commitment can be defined as “an individual’s psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization (Mullins, 2005, p. 902).” The classical three-factor model of organizational commitment argues that this is not just one attitude, but three: affective commitment, or the employee’s sense of positivity toward the organization (what the employee *wants* to do); normative commitment, or the employee’s sense of obligation towards the organization (what the employee feels they *should* do); and continuance commitment, or the employee’s sense of loss on leaving the organization (what the employee feels they *must* do) (Meyer & Allen, 1991). All three of these dimensions are used within the current research.

Related Studies

The four core job attitudes of job satisfaction, employee motivation, organizational commitment, and performance management perceptions had an effect on turnover intention, as well as several internal relationships. The empirical evidence reviewed here supports the development of the conceptual framework and hypotheses supported in the next section.

Effects of job satisfaction on employee motivation, organizational commitment and turnover intention

One of the identified relationships is between job satisfaction and employee motivation, which has been identified by several authors (De Sousa Sabbagha et al., 2018; Vinh et al., 2022; Zafar et al., 2014). Job satisfaction has also been found to be a significant predictor of

organizational commitment in the travel and tourism industries in several other studies (López-Cabarcos et al., 2015; Ozturk et al., 2014; Srivastava, 2013). These studies typically found that job satisfaction positively influenced affective commitment and normative commitment but did not have a significant effect on continuance commitment. Furthermore, there job satisfaction has been shown to reduce turnover intention in several studies (Frederiksen, 2017; Hefny, 2021; Khuong & Linh, 2020; Lin & Huang, 2021). Overall, these studies support job satisfaction as a predictor of several other job attitudes, including employee motivation, organizational commitment, and turnover intention. All three of these relationships are investigated in the conceptual framework.

Effects of performance management on employee motivation, organizational commitment and turnover intention

Performance management has also been identified as a factor in employee attitudes, although this evidence is fragmented into different aspects of the performance management systems. One study found that perceived fairness of the performance management system influenced employee motivation (Dewettinck & van Dijk, 2013), while others have shown that the fairness and efficiency of the performance management system influenced employee engagement (a common proxy measure for employee motivation) (Dar et al., 2014; Kakkar et al., 2020; Lee, 2019; Mustafa & Ali, 2019). Studies have also illustrated that perceived fairness of the performance management system influences organizational commitment (Asamany & Shaorong, 2017; Bahuguna et al., 2023; Van Waeyenberg et al., 2022). Furthermore, performance management perceptions can influence turnover intention (Long et al., 2014; Obeng et al., 2021; Pagdonsolan et al., 2020; Van Waeyenberg et al., 2022; Yee, 2018). Therefore, there was evidence for performance management systems (and perceptions of these systems) having an effect on multiple other job constructs, including employee motivation, organizational commitment, and employee turnover intention. However, it is unclear whether the effects of performance management on organizational commitment affect all three dimensions of organizational commitment. These relationships are all incorporated into the conceptual framework.

Effects of employee motivation on employee turnover intention

Employee motivation is not always studied directly as a factor in employee turnover intention, as it is very common for studies to use a proxy measure instead (Zámečník, 2014). However, a few studies have identified a relationship between employee motivation and turnover intention (Gautam, 2019; Khuong & Linh, 2020; Miao et al., 2020; Mustafa & Ali, 2019). These studies have typically shown that there is a negative influence of employee motivation on turnover intention – in other words, the more motivated an employee is, the less likely the employee is to form a turnover intention. This relationship is included in the conceptual framework.

Effects of organizational commitment on employee turnover intention

In general, higher levels of organizational commitment are associated with lower turnover intention (Guzeller & Celiker, 2019). This general relationship identified in Guzeller and Celiker's (2019) meta-analysis is supported by empirical studies in the hospitality sector, with employees with higher levels of organizational commitment also showing lower turnover intention (Ausar et al., 2016; Kalidass & Bahron, 2015; Kang et al., 2015). However, most of these studies did not use Meyer and Allan (1991) three-factor model of organizational commitment, instead using a single measure of organizational commitment. Therefore, while it is expected that there will be a negative relationship between organizational commitment and turnover intention, this effect may not carry over to all three dimensions of organizational commitment. Therefore, this relationship is studied in the conceptual framework.

Effects of ODI on job attitudes and turnover intention

Finally, there are studies that have shown that ODI can be effective as a tool in reducing turnover intention, as well as potentially changing job attitudes (Bawk, 2013; Cole, 2016; Htun & Kim, 2021; Sanposh, 2010; Swanson & Zuber, 1996; Swe, 2017). These studies are typically reports on ODI within organizations that have identified a problem with turnover. In general, studies used a tailored set of multiple interventions to address individual and organizational factors, and these studies reported success in reducing turnover. However, one study, which used a more superficial and less tailored intervention, reported that there was no significant difference (Bawk, 2013). Thus, it was considered in this research that ODI could be an effective approach, but only if the intervention were effectively designed to address the requirements of the organization rather than using a shallower and less tailored approach. The conceptual framework incorporates the ODI as a potential influence on both job attitudes and turnover intention.

Conceptual Framework and Hypotheses

Figure 1 shows the conceptual framework of the research. The conceptual framework incorporates the following hypotheses, which were developed based on the literature reviewed in the prior section.

Hypothesis 1: Job satisfaction has a significant influence on employee motivation.

Hypothesis 2: Job satisfaction has a significant influence on organizational commitment.

Hypothesis 3: Performance management has a significant influence on employee motivation.

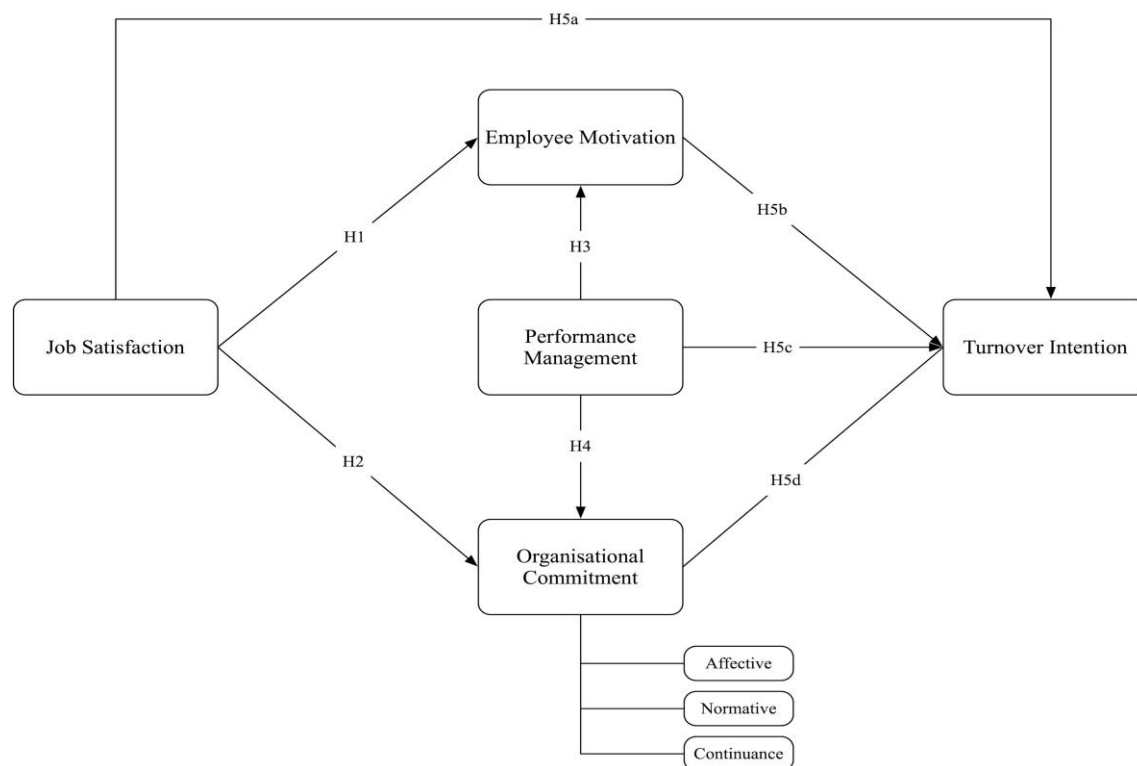
Hypothesis 4: Performance management has a significant influence on organizational commitment.

Hypothesis 5: Job satisfaction (H5a), employee motivation (H5b), performance Management (H5c), and organizational commitment (H5d) have a significant influence on turnover intention.

Hypotheses 6-10: There is a significant difference between pre and post ODI periods in job satisfaction (H6), employee motivation (H7), performance management (H8), organizational commitment (H9), and turnover intention (H10).

Figure 1

Conceptual framework of the research



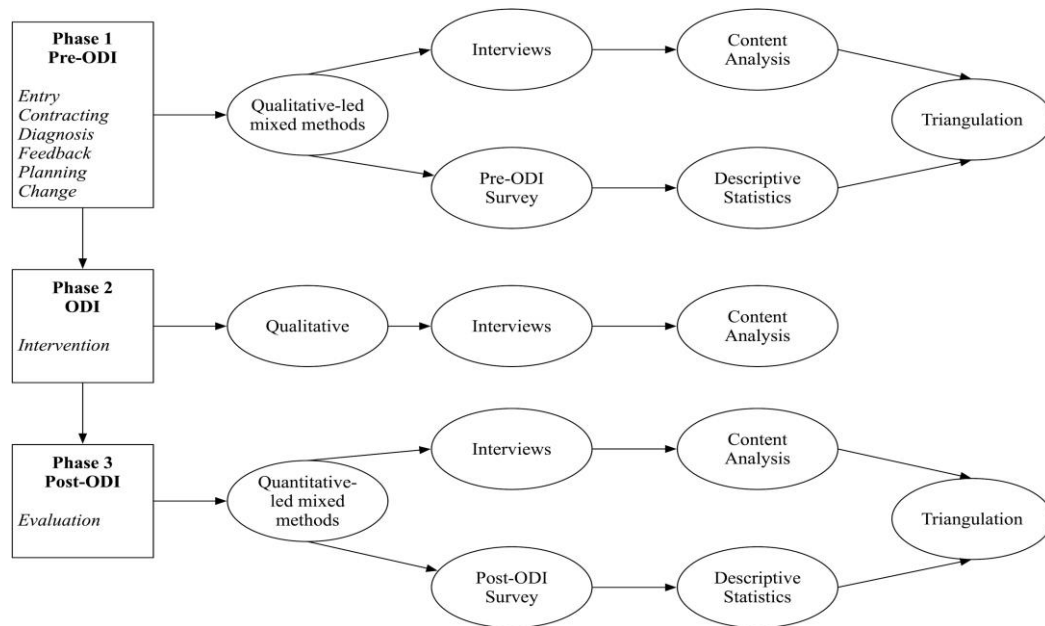
Research Methodology

Research Design

The study used a three-phase mixed-methods research design, which was selected because mixed methods allowed the researcher the flexibility to investigate different kinds of questions and evaluate different kinds of evidence at each stage of the research (Plano Clark & Ivankova, 2015). These three phases incorporated the action research cycle (Warner Burke & Noumair, 2015) to achieve different aims. The three phases, associated action research cycle stages, and data collection and analysis processes, are summarized in Figure 2. As this shows, Phase 1 (Pre-ODI) was a qualitative-led mixed methods design, in which the majority of data collected were qualitative data collected through interviews to establish the current state of turnover intention. The Pre-ODI survey was collected at this stage and analyzed using descriptive statistics. Phase 2 (ODI) was qualitative only, with data collected through interviews and observations. Phase 3 (Post-ODI) was quantitative-led, with interviews used to support data collected through the Post-ODI interview.

Figure 2

The research design



Population and Sample

The population of interest in the study was employees of AAA Hotel. The hotel staff in total includes about 200 employees. The management of AAA Hotel wanted to focus the initial intervention on five departments with the highest turnover rates (Financial & Controller, Front Office, Food and Beverage, Sales and Marketing, and Engineering). Therefore, a census sampling approach was used to include all employees (n = 100) and the line supervisors, shift managers, and department managers (n = 25) of these five departments. The census sampling approach was selected primarily for operational reasons, as the Hotel managers indicated that it would be difficult to include only part of a department in the intervention and that it could affect morale. Therefore, while a random sampling and comparison of intervention and non-intervention groups may have been statistically stronger based on purely methodological considerations it was not suitable for this study. The full sample (n = 125) completed the pre-ODI and post-ODI surveys. Additionally, interviews were conducted with smaller samples of managers and employees. The post-ODI interviews, which are reported here, were conducted with top managers (n = 3), department managers of each of the five departments (n = 5), and one employee from each of the departments (n = 5), for a total of 13 interviews.

Intervention

The intervention was designed using multiple individual-level interventions, which are summarized in Table 2. The pre-ODI management meeting and kick-off meeting were preparatory meetings, designed to inform everyone what would happen and to gain support for the process. Job building workshops were conducted to investigate how individual job roles could be improved (Htun & Kim, 2021), using a combination of group discussion, role playing, and brainstorming to identify how people felt about their current jobs and how they could be made more satisfactory and engaging. One-to-one career discussions explored advancement opportunities for individuals (Kew & Stredwick, 2016), with discussions between managers and staff members focusing on the staff members’ future ambitions and goals within and beyond their current positions. Team-building activities were intended to build organizational commitment, especially affective and normative commitment (Htun & Kim, 2021). An

employee recognition program was implemented to improve employee motivation and directly reduce turnover intention (Sitati et al., 2019), as AAA Hotel did not have such a program currently, leaving employees feeling underappreciated. A short-term incentive program was also introduced to provide financial motivation for short-term performance, as this can be effective in the short run (Miao et al., 2020). These activities were selected in conjunction with the management and their preferred direction for the organization.

Table 2

Summary of intervention activities

Intervention Activity	Objectives	Participants	Related Variables
Pre-ODI Management Meeting	Set goals for ODI Explain ODI activities	Management	
Kick-off Meeting	Explain ODI process and set Expectations Motivate employees to participate	Management Employees	Employee Motivation
Job Building Workshops	Engagement management employees in planning job roles and career progression paths	Management Employees	Job Satisfaction
Career Discussions	Engage management and employees in individual discussions about the employee's future career	Management Employees	Job Satisfaction Employee Motivation Performance Management Organizational Commitment
Employee Recognition Program	Provide tools for recognizing employee performance	Employees	Employee Motivation Performance Management Job Satisfaction
Short-Term Rewards Program	Provide short-term incentives for employee performance	Employees	Employee Motivation Performance Management
Team Building Activities	Improve team cohesion and relationships	Management Employees	Organizational Commitment
Closing Meeting	Wrap up ODI and set stage for next improvements	Management Employees	Turnover Intention

Research Instruments

Phase 1 used informal interviews to collect data from managers. Phase 2 used informal interviews as well as brief structured interviews in order to investigate how the interventions were performed. The post-ODI interviews (Table 3) investigated the overall outcomes of the ODI and how this affected employees, with the SOAR dimension used to assess the state of the organization compared to the pre-ODI state.

Table 3

Post-ODI interview guide

SOAR Dimension	Questions
Strengths	[Everyone] Do you see your manager as actively concerned with turnover? [Everyone] Is your department working to reduce turnover? [Everyone] Has this changed since the intervention began? How?
Opportunities	[Everyone] How do you see relationships between employees and managers in your department? Has this changed since the ODI started? [Everyone] Do you think you have a different view of your opportunities for advancement, compared to where you started?
Aspirations	[managers] What is the turnover rate in your department? [Employees] How do you feel about staying with the hotel? [Everyone] Do you think AAA Hotel is a desirable place to work?
Results	[Managers] Have you noticed a change in turnover since we started the ODI? If so, how has it changed? [Employees] Has your personal desire to stay at AAA Hotel changed since we started the ODI? [Everyone] How do you think we could reduce turnover rates even further?

Quantitative data collection was conducted using a survey, with items adapted from earlier surveys. This survey was used in the pre- and post-ODI periods. The questionnaire is summarized in Table 4. All items were measured using five-point Likert scales (1 = strongly disagree/strongly dissatisfied, 5 = strongly agree/strongly satisfied). The constructs included employee motivations (6 items) (adapted from Mullins, 2005; Zafar et al., 2014); job satisfaction (5 items) (adapted from Latham, 2012; Locke, 1976; Zafar et al., 2014); performance management (5 items) (adapted from Deogaonkar et al., 2020; Tziner & Rabenu, 2018); affective commitment (4 items), continuance commitment (3 items) and normative commitment (5 items) (adapted from Meyer et al., 1993; Shuck et al., 2017); and turnover intentions (3 items) (adapted from Morrell et al., 2001; Mustafa & Ali, 2019). The first 30 questionnaires of the pre-ODI survey were used to investigate internal consistency using Cronbach’s alpha ($\geq .800$) (Bonett & Wright, 2015). Results indicated adequate consistency, and therefore the questionnaire was used.

Table 4

Questionnaire items and Cronbach’s Alpha Coefficients

Construct	Scale Items	Sources	Cronbach's Alpha
Employee Motivation (EM)	EM1. I feel a sense of personal motivation when I do this job well. EM2. My opinion of myself goes up when I do the job well. EM3. I take pride in doing my job as well as I can. EM4. I feel happy when my work is up to my usual standard. EM5. I like to look back at a day's work with a sense of a job well done. EM6. I try to think of ways of doing my job effectively.	Mullins (2005) and Zafar et al. (2014)	0.882
Job Satisfaction (JS)	JS1. My basic salary is sufficiently paid according to my daily working hours and workload. JS2. I am satisfied with my chances for salary	Locke (1976) Luthans (2011) Zafar et al.	0.839

Construct	Scale Items	Sources	Cronbach's Alpha
	increases. JS3. The work I do is appreciated. JS4. I believe those that do well on the job have fair chances of being promoted. JS5. It is possible to get promoted fast in my job.	(2014)	
Performance Management (PM)	PPM1. The performance management system is fair. PPM2. The appraisal process is simple and quick to do. PPM3. Ratings are accurate and reflect actual performance. PPM4. Managers are timely in doing appraisals. PPM5. Performance problems are dealt with quickly and consistently.	Deogaonkar, et al. (2020) Tziner and Rabenu (2018)	0.899
Affective Commitment (AC)	AC1. I would be happy to spend the rest of my career at this organization. AC2. I feel emotionally attached to this organization. AC3. I feel a strong sense of belonging to my organization. AC4. This organization has a great deal of personal meaning to me.	Meyer et al. (1993) Shuck et al. (2017)	0.860
Continuance Commitment (CC)	CC1. I don't have to put too much effort into this organization. CC2. There are no pressures to keep me working with this organization. CC3. To continue working in this organization wouldn't require considerable personal sacrifice.	Meyer et al. (1993) Shuck et al. (2017)	0.809
Normative Commitment (NC)	NC1. I would not leave my organization right now because I have a sense of obligation to the people in it. NC2. I owe a great deal to my organization. NC3. This organization deserves my loyalty. NC4. I would feel guilty if I left my organization now. NC5. I am loyal to my organization.	Meyer et al. (1993) Shuck et al. (2017)	0.885
Turnover Intention	TI1. I rarely think about leaving my current organization. TI2. I rarely think about searching for a job in another organization. TI3. It is most likely I will not quit this job in the near future.	Morrell et al. (2001)	0.875

Data Collection

Qualitative data collection was conducted using informal interviews (Pre-ODI and ODI period) and semi-structured interviews (ODI and Post-ODI period). Semi-structured interviews were recorded, to allow for later analysis.

Quantitative data collection was conducted using an online survey site (Google Forms). A link to the survey was distributed to participants during the Pre-ODI period and following completion of the ODI.

Data Analysis

Qualitative data analysis was conducted using qualitative content analysis, which was selected because of its capabilities for both summarizing and interpreting data (Mayring, 2022). Quantitative data analysis was conducted using descriptive statistics firstly, to investigate the general trends in the sample (Holcomb, 2017). Hypotheses 1 to 5 were tested using single linear regression and multiple linear regression, depending on how many predictors an outcome variable was thought to have (Holmes et al., 2018). Hypotheses 6 to 10 were tested using paired t-tests, which are used to investigate the same measured collected at two different times (Holmes et al., 2018). All inferential tests (regression and t-tests) are assessed at $p < .05$, indicating less than a 5% chance the results occurred by chance.

Results and Discussion

Quantitative Results

Quantitative results are presented in three sections. First, an overview of the descriptive statistics in the Pre-ODI and Post-ODI surveys are presented. Next, the regression outcomes (Hypotheses 1 to 5) are presented and explained. Third, the paired t-test outcomes (Hypothesis 6 through 10) are presented and explained.

Descriptive Statistics

Table 5 summarizes the descriptive statistics for pre-ODI and post-ODI surveys. The index means are averages of all items included in the scale. They are interpreted as: M = 1.00 to 1.79: strongly disagree/strongly dissatisfied; 1.80 to 2.59; somewhat disagree/somewhat dissatisfied; 2.60 to 3.39: neutral; 3.40 to 4.19: somewhat agree/somewhat satisfied; and 4.20 to 5.00: strongly agree/strongly satisfied. As the table shows, during the pre-ODI period the means indicated neutrality for all of the variables, with participants neither strongly satisfied nor strongly dissatisfied. During the post-ODI period, this rose to strongly agree/strongly satisfied for all items. Therefore, there was a shift in the mean results, indicating that there was an improvement in work attitudes.

Table 5

Descriptive statistics for pre-ODI and post-ODI surveys

Index	Pre-test			Post-Test		
	Mean	S.D.	Interpretation	Mean	S.D.	Interpretation
Employee motivation (EM) Index	3.37	0.760	Neutral	4.28	0.779	Strongly Agree
Job satisfaction (JS) Index	3.31	0.797	Neutral	4.34	0.753	Strongly Agree
Performance Management (PM) Index	3.39	0.760	Neutral	.433	0.770	Strongly Agree
<i>Affective Commitment (AC) Index</i>	3.34	0.766	Neutral	4.26	0.801	Strongly Agree
<i>Continuance Commitment (CC) Index</i>	3.38	0.769	Neutral	4.34	0.804	Strongly Agree
<i>Normative Commitment (NC) Index</i>	3.37	0.749	Neutral	4.26	0.792	Strongly Agree
Organizational Commitment (OC) Index	3.35	0.762	Neutral	4.27	0.793	Strongly Agree

Linear Regression Tests (Hypotheses 1 to 5)

Hypotheses 1 to 4 were tested using simple linear regression, while Hypothesis 5 was tested using multiple linear regression. Table 6 shows the results of the tests of H1 to H4, while Table 7 shows the results of H5. With respect to H1, job satisfaction was found to have a significant positive influence on employee motivation (Beta = 0.815, $p < .001$). Therefore Hypothesis 1 was accepted. Job satisfaction was also found to have a significant positive influence on organizational commitment (Beta = 0.897, $p < .001$). As a result, Hypothesis 2 was also accepted. The test of Hypothesis 3 showed that there was a significant positive influence of performance management on employee motivation (Beta = 0.937, $p < .001$), which

led to the acceptance of Hypothesis 3. The test of Hypothesis 4 showed that there was a significant positive influence of performance management on organizational commitment (Beta = 0.906, $p < .001$). Therefore, Hypothesis 4 was also supported.

The final regression test investigated Hypothesis 5. This test showed that job satisfaction (Beta=-0.144, $p=0.035$), employee motivation (Beta = -0.206, $p = 0.032$), organizational commitment (Beta = -0.437, $p < .000$), and performance management (Beta = -0.200, $p = 0.024$) all had negative effects on turnover intention. This indicates that higher levels of job satisfaction, employee motivation, organizational commitment, and performance management were associated with lower levels of turnover intention. Therefore, Hypothesis 5 is also supported.

Table 6

Simple Linear Regression for Hypotheses 1 to 4 Testing

Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.	R ²
		B	Std. Error	Beta			
H1	Job Satisfaction	.760	.049	.815	15.602	.000	.664
H2	Job Satisfaction	.850	.038	.897	22.478	.000	.804
H3	Performance Management	.920	.031	.937	29.798	.000	.787
H4	Performance Management	.903	.038	.906	23.756	.000	.821

Note: Dependent Variables include Employee Motivation (H1, H3) and Organizational Commitment (H2, H4)

Table 7

Multiple Linea Regression test of Hypotheses 5a to 5d

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF	R ²
	B	Std. Error	Beta				
Employee Motivation	-.215	.101	-.206	-2.131	.035	2.015	0.905
Job Satisfaction	-.140	.065	-.144	-2.173	.032	1.038	
Performance Management	-.205	.090	-.200	-2.282	.024	1.591	
Organizational Commitment	-.449	.100	-.437	-4.486	.000	2.001	

Note: Dependent variable is Turnover Intention

Paired Sample T-Tests (Hypotheses 6 to 10)

Paired-sample t-tests were used to investigate significant differences in the index variables in the post-ODI period compared to the pre-ODI period, as shown in Table 8. (Descriptive statistics for these variables are in Table 5). This table shows the significant differences and outcome of the paired sample t-tests.

As this shows, there were mean differences in every category, with the lowest difference being for Normative Commitment (MD = 0.886 points) and the highest difference being for Continuance Commitment (MD = 0.947 points). The t-tests indicated that there were significant mean differences in every variable ($p < .001$). This indicates that for each of the independent variables, the means of the data collected through the post-ODI survey was significantly higher than the means of the pre-ODI survey, except for turnover intention, where it was significantly lower. Therefore, there was an increase in employee motivation, job satisfaction, performance management and organizational commitment. On the other there was a reduction in turnover intention. Therefore, Hypotheses 6, 7, 8, 9, and 10 were all supported, as means of predictor variables are significantly higher in the post-ODI period than they were

in the pre-ODI period, while turnover intention was lower.

Table 8

Paired sample t-test results (Hypotheses 6 to 10)

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	PreEM - PostEM	-.904	.403	.036	-.975	-.833	-25.086	124	.000
Pair 2	PreJS - PostJS	-.920	.435	.039	-.997	-.843	-23.667	124	.000
Pair 3	PrePM - PostPM	-.941	.411	.037	-1.014	-.868	-25.583	124	.000
Pair 4	PreAC - PostAC	-.920	.464	.042	-1.002	-.838	-22.167	124	.000
Pair 5	PreCC - PostCC	-.947	.416	.037	-1.020	-.873	-25.464	124	.000
Pair 6	PreNC - PostNC	-.886	.412	.037	-.959	-.813	-24.043	124	.000
Pair 7	PreOC - PostOC	-.913	.395	.035	-.983	-.843	-25.843	124	.000
Pair 8	PreTI - PostTI	.925	.511	.046	-1.016	.835	20.235	124	.000

Qualitative Results

During the diagnosis stage, interviews were conducted to diagnose the organization and determine what issues needed to be addressed. This resulted in the development of the SOAR analysis, which is discussed in the introduction of the study. The SOAR framework was also used to structure pre-intervention and post-intervention with managers and staff members.

The pre-intervention interviews revealed that employee perceptions of the organization were more negative than those of the managers who were interviewed during the diagnosis period. With respect to *strengths*, some employees did acknowledge their strong teams, but others noted that they were disconnected and rarely had contact with their managers. With regard to *opportunities*, employees felt that there were not many opportunities for them within the organization, with a strictly seniority-based promotion system and limited training or cross-functional work. With regard to *aspirations*, employees were neutral about the desirability of AAA Hotel as a place to work. With respect to *results*, employees had a neutral or positive turnover intention. These findings are consistent with the pre-ODI survey outcomes, which indicated that employees were overall neutral about AAA Hotel in terms of their job attitudes.

The job-building workshops provided some good insights about the reasons why employees may choose to leave AAA Hotel. There were generally perceptions that there was limited opportunity to advance, with only a few supervisory roles and few opportunities for advancement or gaining more responsibility. In some roles, notably the front desk, employees would prefer more autonomy to make decisions about guest service, for example in order to provide solutions to service failures. They felt that this would both improve guest satisfaction and increase their own satisfaction in their role because of the increase in responsibility. While the outcomes of the job building workshops varied across departments, each resulted in suggestions to improve the existing roles and increase employee satisfaction.

Another intervention that appeared to have significant benefits was the short-term incentive program. This program was well-received, with positive informal communication about the program and a high participation rate across departments. Each of the participating departments was given a specific incentive and goal for the period the program was in place, and about 78% of employees across all departments achieved their departmental incentive.

The post-intervention interviews were more nuanced than the survey findings from the quantitative research, rather than being overwhelmingly positive. With respect to *strengths*, while managers felt they were more concerned with turnover, employees felt that managers were talking about turnover reduction, but not acting on it. With respect to *opportunities*, there was an overall improvement, with managers and employees stating that management-employee relationships had improved especially in larger teams like Food and Beverage and Front Desk where they had previously had more distant relationships. However, employees still did not see a potential career progression path. Even though they had a clearer idea of where they could potentially advance, there were still structural barriers to advancement that prevented them from moving forward. It was difficult to assess *aspirations* due to the short time between the end of the ODI and the interviews, but there was an overall sense that AAA Hotel was a more desirable place to work. Finally, with respect to *results*, it was shown that there are more organizational changes to be made that could reduce turnover rates even further and allow AAA Hotel to continue achieving low turnover rates, including pay structure, incentives, job design, and career progression. These results provide more detail about the progress that has been made, and more importantly the areas that remain for improvement.

Discussion

The findings of this study showed that an ODI aimed at improving work attitudes can reduce turnover intention in the hospitality sector. Importantly, this finding refutes the idea that there is an entrenched 'turnover culture' in the industry, which suggests that turnover cannot be changed or that there is no will change (Abo-Murad & Al-Khrabsheh, 2019). The study contributes to a better understanding of how OD can be used in the hospitality industry to address turnover rates, which has been acknowledged as a very limited area of study (Mohsin et al., 2003). There have been prior studies which have found that OD can be used in order to influence employee attitudes, for example job satisfaction and organizational commitment (Thanavisuth & Dowpiset, 2022), employee relationships and affective commitment to the organization, employee engagement and employee mindsets more generally (Ponsamritinan & Fields, 2018). However, prior studies could not be identified that investigated the influence of ODI on multiple work attitudes and on the overall turnover intention. Therefore, this study contributes to the research by investigating this connection. However, more research is needed to investigate what types of OD may work best to address turnover intention in the long term.

Conclusions and Recommendations

The purpose of this research was to investigate the impact of an organization development intervention on turnover intention at AAA Hotel, a mid-size hotel that has already been working towards turnover intention. The SOAR analysis indicated that the hotel had already been working toward turnover reduction but had difficult progress due to the impact of rapid technological change, global competition workforce diversity, and organizational restructuring, which confront most organizations in today's corporate world. Most organizations in the world today are confronted with the dilemma of prevalent employee turnover, which is costly, lowers productivity, and tends to get worse. The intervention focused

on the improvement of turnover intention toward improvement of work attitudes like employee motivation, job satisfaction, organizational commitment, and performance management. The intervention resulted in significantly improved work attitudes and significantly reduced turnover intention in the short term, as indicated by the quantitative findings. However, the interviews revealed that there was some skepticism among employees about whether there was an actual commitment from the management, or whether should be considered department-level interventions to address problems specific to that department; for example, the lack of opportunities to advance in the finance department or the high emotional labor of the front desk workers, which require specific interventions to meet employee needs. In conclusion, the intervention was successful in the short term, but there are more changes required in the long term.

There were several recommendations provided to the AAA Hotel management following the completion of the evaluation stage. The management have opportunities to make lasting improvements in employee work attitudes, such as improving managerial appreciation and recognition for work, focusing on workplace relationships, and offering improved pay and rewards, which could improve employee motivation and job satisfaction. There are also opportunities to improve career progression paths, which are one of the main reasons even satisfied employees may leave for a better position or opportunity to advance. Therefore, there are a variety of techno-structural interventions that AAA Hotel may want to undertake in order to further improve turnover intention. The first of these opportunities is an improved training and development program, which was not addressed within this research. The second is job redesign to improve work processes and development of career progression paths to retain employees (especially high-performing employees) in the long term. The final recommendation is to restructure performance management systems, so that rewards reflect individual contributions and not only departmental performance. These three areas were not addressed in detail in the current intervention but do offer the opportunity to significantly reduce turnover intention and enhance employee job attitudes.

This research did have limitations to its scope and structure that should be considered. In addition to being in a specific organization, the scope of the intervention was limited by the organization's management and their ability to commit resources to the intervention process. The OD process was also limited by time constraints, as there was only a short period (about three weeks) committed to the ODI. Therefore, the research does not reflect the potential for long-term change resulting from the intervention. An additional limitation was imposed by the body of research on ODI and related activities, which poses an opportunity for further research. One of the hindrances of the research was that while there are dozens – possibly hundreds – of activities suggested as interventions, few of these activities have empirical support. Therefore, researching what actually works in the organization and developing a theoretical grounding for why and how these activities work should be considered. Investigating and reporting on effective intervention activities would be helpful for OD practitioners, as it would help determine which activities are helpful and which may be less helpful. Therefore, it is recommended that this should be the focus of future research.

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