

Research on the Influence of the Labor Relations Climate in High Star-level Hotels on the Turnover Intention of Staff

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Abstract—The labor relations climate is an important criterion to measure the labor-capital relationship, influencing such variables as the staff performance, satisfaction, dual commitment and turnover behavior. As the preliminary expression of the turnover behavior, the turnover intention attracts the attention of scholars at home and abroad. The too high quit rate will influence the operation quality of hotels. The research on the turnover intention of staffs in hotels will reduce the quit rate of them. In this paper, the staffs of high star-level hotels are taken as the sample to research the influence of the labor relations climate on the turnover intention through empirical analysis. The conclusion that win-win labor and capital has a significant negative correlation with the turnover intention of the staff, and the opposite labor and capital has a significant positive correlation with the turnover intention of the staff has been reached. Finally, related suggestions to improve the labor relations climate and reduce the quit rate are proposed according to the conclusion.

Keywords—*labor relations climate; turnover intention; win-win labor and capital; opposite labor and capital*

I. INTRODUCTION

With the rapid development of the tourist industry and international trade in our country, the hotels as an indispensable part are scattered in cities at the same time. However, most of the hotels are facing the realistic predicament, the turnover of talents. The appropriate flow of talents will promote the improvement of the personnel structure, but the frequent staff turnover will have an adverse effect on hotels. Researchers have paid attention to how to build the harmonious labor relation to reduce the quit rate of hotel staffs. The labor relations climate is an important mental factor and is often applied to measure the quality level of labor-capital relationship. The idea of demission produced by staffs after the subjective perception of the internal atmosphere of the organization is called the turnover intention. The quit rate of staffs will be effectively reduced if the administrators of organizations can timely adjust after perceiving the turnover intention of the staff. But it is difficult to discover the tendency. The exit interview has been useless when the staffs show the turnover behavior. Therefore, it is distinctly important to build the harmonious labor relation. It reduces the turnover rate of

hotel staffs and relieves the economic risks brought by the demission of staffs in high star-level hotels, at the same time reducing the costs of human resource in recruiting, employing and training the new staffs. Under this background, in this paper, the staffs of some high star-level hotel are instanced. The relationship between the labor relations climate and the turnover intention of hotel staffs is researched, in order to improve the labor relations climate, build the good labor relation and further reduce the quit rate.

II. LABOR RELATIONS CLIMATE

The labor relations climate originates from two fields, the field of labor relation and the field of organization atmosphere, referring to the product of the integration of the labor relation and the organization atmosphere. The earliest research on the labor relations climate dates back to the end of the 1970s. According to the different purposes of research, different scholars define the concept of the labor relations climate. Katz et al.(1983) observes the labor relations climate is an important standard to measure the quality of labor relation, which is widely accepted by people. Lee (2004) and Snape and Chan (200) think the labor relations climate refers to the degree that the staffs perceive the cooperation with the management layer and the shared interests. Yan Aimin and Li Shanshan propose a comprehensive definition after concluding the opinions and perspectives of different scholars. The labor relations climate is the typical characteristic of the internal environment of an organization, the direct or indirect perception of the members in the organization on the behaviors and practice of the labor and the capital. The behaviors of the members in the organization can be measured and influenced through the subjective feelings of them.

At present, the research of scholars on the labor relations climate is limited to the system aspect. They hope to improve the atmosphere through changing the system, in order to further build the harmonious labor relation. There are few empirical researches and the researches of interdisciplinary courses. The labor relations climate exists in the organization. At present, the researches focus on the performance, behaviors and attitudes of the staffs in enterprises. For example, some scholars take the labor relations climate as the independent variable to research the mechanism of action of the labor

relations climate and the work satisfaction. There are also researches that take it as the outcome variable. The turnover intention is an expression of the attitude of the staffs. Different from the general direct turnover behavior, it is operational to some extent. If the labor atmosphere inside the organization can be improved, the satisfaction and the organizational identification of the staffs will strengthen. At the meantime, the staffs will not eagerly want to leave office, and it will enormously reduce the quit rate of the staffs. However, there are few literatures involving the research, so it has a practical significance to deeply research the influence relation between the two.

III. TURNOVER INTENTION

Different from the direct turnover behavior, the turnover intention is a psychological attitude. After researching, Porter and Steers find the turnover intention is the withdrawal behavior of staffs after they experience the dissatisfaction. Chen Weiqi thinks the turnover intention refers to the idea that the staffs want to leave the existing unit and post and go to other companies to seek development. Different scholars have different opinions on the concept of the turnover intention through research and analysis. To sum up, in this paper, the turnover intention is regarded as the idea of the staffs who are dissatisfied with the current job, want to change a better work environment and seek the better career development at the same time can directly influence the turnover behavior.

In recent years, there are more and more empirical researches on the turnover intention. For example, some scholars reach the conclusion that the higher the work satisfaction, the lower the turnover intention will be through researching the influence of the work satisfaction on the turnover intention. Some scholars conclude the factors that influence the turnover intention through the empirical research and analysis of the turnover intention. Scholars pay more and more attention to the labor relations climate. The research on the relation of the two can be deepened further.

IV. EMPIRICAL ANALYSIS ON THE INFLUENCE OF THE LABOR RELATIONS CLIMATE ON THE TURNOVER INTENTION OF THE STAFFS

A. Data Sources

The samples of the research come from some high star-level hotel of Xiamen. The respondent is the staffs in all departments. The sample information is obtained through distributing the paper questionnaire. A total of 100 questionnaires are distributed this time, with 80 questionnaires collected, 10 invalid questionnaires removed. Finally, 70 valid questionnaires are obtained, and the collecting rate of the valid questionnaire is 70%.

B. The Selection of Scale

The scales in this paper are the maturity scale. The scale used to measure the labor relations climate is the maturity scale developed by the scholar Cui Xun. The scale is developed according to the researches of scholars at abroad and the national conditions of our country. The reliability and

validity of the scale have been tested. The scale comprises three aspects, namely the win-win labor and capital, the opposite labor and capital and the employee involvement respectively. In the scale of this paper, 14 questions in the maturity scale are chosen to form the questionnaire about the labor relations climate, and the Likert five-point scoring is adopted. The scale of the turnover intention refers to the maturity scale developed by the scholar Fan Jingli. The scale is divided into four items, and the evaluation method is also the Likert five-point scoring.

In the analysis process through spss, the KMO value obtained is 0.807, suitable for the factor analysis. Three common factors are obtained after conducting the factor analysis on the 14 questions, conforming to the initial dimension. They are defined as the win-win labor and capital, the opposite labor and capital and the employee involvement respectively. In this scale, 1 to 5 is strong inconformity, relative inconformity, general, relative conformity and strong conformity. The KMO value is 0.837 through spss analysis, suitable for the factor analysis. The turnover intention will be defined after an effective common factor is obtained.

C. Data Analysis and Result

The spss 22.0 is adopted in the data analysis. The analysis includes mean value analysis, factor analysis, correlation analysis and regression analysis. First, the data result of the mean value analysis reveals the current situation of the labor relations climate and the turnover intention of the staffs in the high star-level hotel. As shown in "Table I", the means values of the items about the win-win labor and capital in the labor relations climate are greater than 3, which is above the average. It shows the respondents have a high recognition degree on the win-win labor relations climate, and the atmosphere in the hotel is good. The mean values of the items about the opposite labor and capital are less than 3, which is below the average. It shows the recognition degree of the atmosphere of the opposite labor and capital is not high, and the opposite phenomenon in the hotel is not serious, and the atmosphere of labor and capital is relatively harmonious. The active participation of the staffs in the management can strengthen the organizational identification and form the good atmosphere of the labor and capital. Therefore, according to the mean value of the three aspects, the labor relations climate among the staffs in the hotel is harmonious on the whole. In the description of the turnover intention, the mean values of the items in "Table II" are less than 3, which is below the average. It shows the staffs in the hotel are satisfied with the current work environment and have fewer tendencies to resign.

Second, in order to make the subsequent analysis convenient, we need to reduce the dimensionality of the 14 items about the labor relations climate and the 4 items about the turnover intention, in order to carry out the factor analysis. After conducting the factor analysis of the 14 questions in the labor relations climate, we get the KMO value of 0.807, which is suitable for the factor analysis. Three common factors are obtained and conform to the initial dimension, and are defined as the win-win labor and capital, the opposite labor and capital and the employee involvement. After conducting the factor analysis on the 4 questions about the turnover intention, we get

the KMO value of 0.837, which is suitable for the factor analysis. One effective common factor is obtained and defined as the turnover intention.

Third, the Spearman correlation index is used to initially define the different dimensions of the labor relations climate and the relation with the turnover intention. The result of the analysis is shown in "Table III". According to the table, the dimension of the win-win labor and capital and the turnover intention in the labor relations climate have significant correlation on the 0.01 level, and the opposite labor and capital and the turnover intention have significant correlation on the 0.01 level, while the employee involvement and the turnover intention have non-significant correlation. Therefore, we can draw the opposite labor and capital and the turnover intention have the significant positive correlation, and the win-win labor and capital and the turnover intention have the significant negative correlation.

Finally, the regression analysis is checked in order to more definitely verify the relation between the labor relations climate and the turnover intention. The linear regression analysis is conducted through taking the dimension of the labor relations climate as the dependent variable, and the result is shown in table 4. According to the analysis on the data in table 4, in model 1, the β value is -0.351 and $P < 0.01$, showing the regression coefficient is significant. ΔR^2 is 0.121, showing the explanatory ability of the win-win labor and capital for the turnover intention increases 12.1%, $\Delta F = 2.559$ and $P < 0.001$, and the two commonly verifies the influence of the win-win labor and capital on the turnover intention has the significant negative correlation. According to the model 2, the β value is 0.400 and $P < 0.01$, showing the regression coefficient is significant. The ΔR^2 is 0.137, showing the

explanatory ability of the opposite labor and capital on the turnover intention increases 13.7%, $\Delta F = 3.884$ and $P < 0.001$, and the two commonly verifies the influence of the opposite labor and capital on the turnover intention has the significant positive correlation. On the basis of the models 1 and 2, put the two dimensions of the win-win labor and capital and the opposite labor and capital in the regression analysis to form the model 3. The β value of the win-win labor and capital is 0.393, $P < 0.01$, showing the regression is significant. The ΔR^2 is 0.271, showing the explanatory ability of the two dimensions in the labor relations climate for the turnover intention increases 27.1%, $\Delta F = 5.853$ and $P < 0.001$, and the two commonly verifies the dimensions of the labor relations climate have a significant influence on the turnover intention. Because the employee involvement has non-significant correlation with the turnover intention, there is no need to conduct the regression analysis.

TABLE I. DESCRIPTIVE STATISTICS OF THE LABOR RELATIONS CLIMATE

	Mean value	Standard deviation	Analysis N
1. I often have the thought to resign from the current job.	2.49	.775	70
2. I will the hotel and find another job before long.	2.40	.841	70
3. I don't plan to develop in the hotel in the long run.	2.44	.879	70
4. I think the development prospect of the hotel isn't bright.	2.51	.880	70

TABLE II. DESCRIPTIVE STATISTICS OF THE TURNOVER INTENTION

			Win-win labor and capital	Opposite labor and capital	Employee involvement	Turnover intention
Rho of Spearman	Win-win labor and capital	Correlation index	1.000	.004	-.002	-.368**
		Sig. (Bilateral)	.	.973	.990	.002
	Opposite labor and capital	Correlation index	.004	1.000	.101	.331**
		Sig. (Bilateral)	.973	.	.407	.005
	Employee involvement	Correlation index	-.002	.101	1.000	-.016
		Sig. (Bilateral)	.990	.407	.	.897
	Turnover intention	Correlation index	-.368**	.331**	-.016	1.000
		Sig. (Bilateral)	.002	.005	.897	.

TABLE III. CORRELATION ANALYSIS ON THE LABOR RELATIONS CLIMATE AND TURNOVER INTENTION

Model		Non-standardized coefficients		Standardized coefficients	t	Sig.	Model summary
		B	Standard error	Trail version			
1	Win-win labor and capital	-.351	.111	-.351	-3.166	.002	F=5.770 Sig.= .001a R ² =.208
2	Opposite labor and capital	.400	.108	.400	3.695	.000	F=7.095 Sig.= .000a R ² =.224
3	Win-win labor and capital	-.342	.101	-.342	-3.401	.001	F=9.064 Sig.= .000a R ² =.358
	Opposite labor and capital	.393	.101	.393	3.901	.000	

TABLE IV. REGRESSION ANALYSIS OF THE LABOR RELATIONS CLIMATE ON THE TURNOVER INTENTION OF THE STAFFS

	Mean value	Standard deviation	Analysis N
1. The management layer and the staffs in the hotel make joint efforts to turn the hotel into a place more suitable for work.	3.44	.828	70
2. The staffs of the hotel make progress together, in order to achieve the same goal.	3.39	.873	70
3. The relationship between the leaders and the staffs of the hotel is very harmonious.	3.56	.754	70
4. The leaders and the staffs of the hotel respect the goals of each other.	3.49	.775	70
5. The leaders and the staffs of the hotel can trust and cooperate with each other.	3.59	.789	70
6. In most cases, the staffs think the overall atmosphere of the hotel is harmonious.	3.47	.829	70
7. The staffs of the hotel often actively give suggestions for the leaders of the hotel.	3.11	.826	70
8. Accept the work overtime for the development of the hotel and make contributions to the operation of the hotel.	3.17	.816	70
9. The leaders and the staffs of the hotel are opposite.	2.40	.875	70
10. The staffs of the hotel often have conflicts with the leaders because of the unsmooth communication.	2.19	.687	70
11. The staffs and the leaders often have a quarrel or fraction in the hotel.	2.07	.666	70
12. Many people of the hotel only pursue personal interests, regardless of the long-term development of the hotel.	2.50	.929	70
13. The staffs of the hotel often complain about the measures of the hotel.	2.67	1.003	70
14. The staffs of the hotel can convey the opinions of them to the leaders of the hotel through writing letters or other forms.	3.11	.877	70

V. CONCLUSION

A. Research Conclusion

Two effective conclusions are reached through the correlation analysis and the linear regression analysis. The dimension of the win-win labor and capital in the labor relations climate has the significant negative correlation with the turnover intention. The management layer and the staffs communicate effectively and get along well with each other. When the atmosphere of the win-win labor and capital in the organization is harmonious, the staffs will seldom think about resign, with a low turnover intention. The opposite labor and capital has the significant positive correlation with the turnover intention. With the opposite labor and capital in the organization, the contradictions and conflicts often appear. The management layer and the staffs cannot effectively communicate and assist the work of each other. Influenced by the atmosphere for a long time, the staffs will frequently resign, leading to a high quit rate.

B. Countermeasures and Suggestions in the Improvement of Labor Relations Climate to Reduce the Quit Rate

1) Establish and improve the communication mechanism:

In daily life, contradictions generate inevitably between people because of some affairs. The effective way to resolve the contradiction is communication. The staffs and the leaders can solve problems through communication when they have different attitudes on the work or because of some things. The communication mechanism can be established and improved through the face-to-face conversation and the direct expression of opinions on letters. The management layer can understand the different opinions and the thoughts of the grass-roots staffs in the hotel. The staffs of the hotel express different opinions and possess the opportunity of equal communication. They participate in the management of the hotel and strengthen the sense of responsibility and identity on the organization. The turnover intention is low in the atmosphere of the win-win labor and capital.

2) *Strengthen the training on the staffs*: It's necessary to train the staffs in the hotel, especially the staffs newly entering the hotel, improving their professional literacy through training the professional knowledge; the enterprise culture and motto can be explained on the induction training to promote the organizational identification of the staffs in the hotel; the training on the interpersonal communication promotes them to get on with the old staffs of the hotel and communicate with the executive level harmoniously. Under this circumstance, the new staffs of the hotel will have a good self perception, easily adapting to the new job, so that the turnover intention will greatly decrease. For example, in Sofitel, the top leaders of departments will be invited to explain the information about each department on the induction training of the new staffs.

3) *Rationally deal with the conflicts between capital and labor*: No matter in enterprises or hotels, the staffs may have fractions and conflicts with the leader because of the personal

factors or work in the organization, and they will feel bad. They want to resign when they cannot stand it or cannot change the current situation. Under this circumstance, the leaders shall rationally solve the problems and timely have a face-to-face conversation with the staffs to help them to resolve the dissatisfactions and strengthen the recognition degree of the organization, realizing the win-win labor and capital at the same time further reducing the turnover intention.

C. Deficiencies in the Research

Although the research has discussed the influence of the dimensions in the labor relations climate on the turnover intention of the staffs and the relationship between them, it fails to reach the conclusion that the dimension of the employee involvement has a significant correlation with the turnover intention. The existing research has shown the employee involvement has a significant negative correlation with the turnover intention. The staffs will have less turnover intention after actively participating in the management and operation of the organization, effectively communicating with the management layer and strengthening the organizational identification. In this paper, the design of scale in the questionnaire is insufficient. It neither deeply thinks about the employee involvement nor balances the quantity of the items in each dimension, so differences exist in the result. In the sample selection, only one hotel is chosen without representativeness. Besides, the small sample size also influences the analysis result.

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