

A Quantitative Study of the Turnover Intention of hotel employees in the UK amidst Covid Pandemic

LCDB7011 Quantitative Research Method

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Abstract

The Covid-19 pandemic significantly impacted countries and global businesses, particularly the hospitality sector, which faced severe challenges such as event cancellations, reservation losses, and widespread closures due to social restrictions. This led to substantial economic hardships and adverse effects on hotel staff, with many experiencing psychological distress and choosing to leave for better job opportunities. The economic output of hospitality sector in the year 2019 was £59.3 billion measuring upto 3% of the total of United Kingdom's economy. According to a House of Commons Library Research briefing paper on Hospitality Industry and Covid 19, the share of hospitality industry has fallen from 3% in 2019 to 2% in 2020 and 2021.

This study aims to study the impact of transformational leadership (TL) style and psychological safety (PS) on turnover intention (TI) in hotel employees across the United Kingdom during the Covid pandemic crisis. The study used Linear regression method to test the hypothesis and has found that the TL and PS both the factors influence the TI negatively. Furthermore, the study shows that TL has a positive impact on PS and overall, 35 % of TI is predicted through both these variables of TL and PS.

Key words: transformational leadership (TL), psychological safety (PS), turnover intention (TI), hotel employees, United Kingdom

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1. INTRODUCTION

Background

The Covid 19 pandemic had a profound impact on all countries and global businesses leading to economic hardships arising out of lockdowns, severely hitting the hospitality sector (Sobaih et al 2021). The hotels witnessed widespread cancellation of events, reservations and many were forced to close as they could not survive the social restrictions, costing the loss of millions of dollars and affecting the staff adversely (ibid). As have been stated by Bajrami et al., (2021); Balz & Schullar (2021); Redondo et al., (2021), many people working in hotels, sensed a psychological risk to their employment and wellbeing amidst Covid – 19 pandemic and decided to quit for better job opportunities.

These developments led hotel managers to come up with innovative strategies to retain the staff, reducing operational expenses, implementing sustainable workforce and wage reduction (Hall et al. 2020). Research has demonstrated that leadership behaviours, particularly Transformational Leadership (TFL), impact the relationship between leaders and employees, subsequently affecting the hotel employee's intention to continue in the job (Chen and Wu 2017). When hotel employees receive fair and supportive treatment from their leaders, they feel psychologically safe and are more likely to exhibit positive behaviours, such as a lower turnover intention (Book et al.,2019; Sobaih et al., 2019).

As contended by Alyahya et al. (2021), hotel workers experienced extreme stress levels, job insecurity, concerns about career stability and financial security that brought back the focus on leadership style and psychological wellbeing in times of crisis like the outbreak of pandemic. This scenario makes it crucial to study the relationship between transformational leadership, turnover intention, psychological well-being.

This Quantitative Report is divided into **six** parts. The first part introduces the research subject and the problem leading to identifying the research gap, explaining the significance of the current research and concluding with defining the objectives. The **second** part discusses the literature review touching upon most recent studies in the hospitality sector acknowledging the research and defining the constructs for this study. In this part the

conceptual framework and hypothesis are also developed based on the extant literature. The **third** part is of methodology, in which the research design and method is elaborated leading to the **fourth** part of findings and data analysis. In conclusion, the report discusses the future implications and acknowledge the limitations of this research in the **fifth** part, also making recommendations for further studies. Lastly, a reflective essay is presented to reflect upon the experiences and learning of Quantitative Methodology.

Research Gap

For several years, hotel industry has been a focus of many studies that focussed on employees' intention to quit (Jung et al., 2021; Shi et al., 2021; Sadiqe et al., 2021) but there has been limited research to learn about the impact of psychological safety and transformational leadership and employees' turnover intention in the UK, that has made post Covid-19 recovery of hospitality industry, a complex management issue. Transformational leadership has garnered the most focus among leadership theories and approaches due to its extensive impact on behaviour of employees (Kelloway 2012). This crisis not only showed but also proved that human resources could be effectively managed by a good '*leader*', with a special skill set (Eliyana 2019) who could influence employees and change them by applying his '*transformational leadership capabilities*' in a complex hospitality business (Deschamps 2016).

A study by Gom (2021) on psychological capital and by Arjona-Fuentes., (2019) on employee wellbeing, suggests that the volatility of the hospitality sector makes it a very challenging to protect the psychological wellbeing of their employees especially during unprecedented circumstances like Covid-19 pandemic. This in turn adversely impacts the employee motivation (Masi and Cooke 2000) to continue in the same job, leading to higher turnover intention. Various news reports from Race (2021) to Gardner (2022) have pointed out at the mental health issues faced by the hospitality sector staff and how they leave jobs leading to recruitment crisis. However, there remains a significant gap in research on the integral part that psychological safety/wellbeing and transformational leadership plays in lowering the turnover intention amongst the hotel employees during the period of crisis like covid pandemic. Establishing an interrelationship between transformational leadership and psychological safety of hotel employees the dependent variable of turnover intention has been studied using four hypotheses. The antecedents of turnover intention with these two variables of transformational leadership and psychological safety have not been very well researched in the post pandemic world.

Research Significance

Previous studies reaffirm the fact hospitality industry remains highly reliant on manpower and follows exploitative labour practices, underscoring the utmost importance prioritizing the staff wellbeing and health during crisis like Covid- 19 (Sonmez et al., 2017). A recent survey conducted by The Burnt Chef in 2021 showed that at least one in every 5 hospitality workers were planning to leave the job (Gardner 2022). Another survey from Flipdish has revealed that 32% of restaurant owners look forward to a government support in looking after their staff wellbeing to reverse the high rates turnover intention amongst hospitality staff (ibid.). There is also a noticeable trend of people seeking a better work - life balance after the Covid-

19 outbreak, as they return to work. In wake of all these changing dynamics, it is pertinent to understand the trends of turnover intention from a psychological standpoint and learn about how psychological safety and turnover intention impacts the turnover intention of hotel staff using a quantitative methodology.

Research Purpose and Objective

This **purpose** of this study is to fill in the knowledge gap in hospitality industry by understanding the impact of psychological safety and transformational leadership skill on hotel staff's intention to leave their job amidst pandemic crisis, that is, turnover intention. This study could provide possible insights into management practices that help to decrease the turnover intention in hotel employees during difficult times like covid pandemic, thus containing the high costs associated with turnover intention of hotel industry employees.

The research **objectives** are as follows:

1. To understand the impact of transformational leadership on turnover intention of hotel workers during the pandemic
2. To explore the relationship between transformational leadership and psychological safety of hospitality staff
3. To analyse the role played by psychological safety on hotel employees' turnover intention during the Covid 19 Outbreak
4. To investigate the collective impact of psychological safety and transformational leadership on the turnover intention during the pandemic crisis

Research Questions

The following research questions help to answer the research objective using the literature review

1. How does transformational leadership impact the turnover intention amongst the hospitality staff?
2. What is the relationship between transformational leadership and psychological safety of hospitality staff?
3. What is the role played by psychological safety on hotel employees' turnover intention during the Covid 19 Outbreak?
4. Does both psychological safety and transformational leadership have an impact on turnover intention amidst pandemic crises.

2. Literature Review

Key Variables/ Concepts

TL

A literature review is a methodical examination and synthesis of prior research that elucidates the fundamental concepts, assumptions, beliefs and theories serving as the theoretical groundwork for a research study (Kim et al., 2018). Due to the unprecedented situation

created by the Covid Pandemic, the psychological distress faced by the hospitality sector staff has become a subject for researchers to understand how it continues to impact employee turnover intention and to what extent does the transformational leadership style influence the employee intention to quit. This literature review explains the key constructs used in this study to develop the hypothesis.

The concept of transformation leadership gained currency in 1978 with Burns explaining this as a style possessed by people who could encourage and lead their team members to excel by performing to the best of their ability (Casimir et al., 2013). The leader's motivation and approaches significantly shape employee motivation (Kurniasari 2018). When compared to other prominent leadership theories such as transactional leadership or laissez-faire leadership, transformational leadership stands out as a style most suitable for the hospitality sector leadership. Positive and outstanding leadership also helps in fostering employee loyalty to both organisation and its top management (Mahmud 2019). Studies (Basuki 2018) have suggested an increase in employees' motivation to perform better at organisational task, if they work under a manager who is committed to the task and provides a sense of safety to his employees through his working style. Previous studies have also suggested a positive impact of transformational leadership on various organisational attributes like employees' intention to not to quit the job (Sobaih 2022).

Ausat and Suherlan (2021) contends that a leader in any environment plays a critical role in maintaining the vision and mission of the business even in dynamic and a disruptive business environment as is now post Covid-19. The new normal after pandemic has introduced massive technological advancements but as a study by Nasomboon (2014) puts it, the executive leadership of the hotel must incentivise the staff to continue with the job. As Dhyasputri (2022) reiterates that transformational leadership could impact work related behaviour also contributing to the factors that lead to a low turnover amongst hotel staff. There are a lot of factors that influence employees' workplace behaviour and commitment to work. In other words, a leader's role is pivotal in guiding the employees towards achieving the objective of the organisation (Ausat & Suherlan 2021). According to Son et al., studies cover the impact of TL impact on factors like knowledge sharing but not many studies look into the aspect of TL impacting the turnover intention of hotel employees in UK during the pandemic.

Psychological Safety

Researchers and Practitioners are increasingly focus on the well-being of their employees in hospitality industry in post Covid environment (He & Zhang 2019). Schein and Bennis (1965) introduced the concept of psychological safety fifty years ago, explaining it as a process that arises out of creating a safe environment where the staff feels free to share opinions and concerns and act independently when necessary. In the words of Edmondson (1999), psychological safety entails self-belief of individuals about their own perception of their workplace environment and organisational commitment.

Psychological wellbeing is a comprehensive evaluation of an individual's state of wellbeing, encompassing more than just the absence of illness. It is the result of organisational and personal factors that influence an employee as stated by Ariza – Montes et al., (2019). According to a research investigation that evaluated the emotions of the employees within the hospitality and tourism industry amidst the pandemic crisis, *anxiety* emerged as the most

prominent emotion suggesting that the hospitality sector employees suffered severely given the scale of organisational crisis faced by it during and post Covid-19 (Park et al., 2020). There has also been another research by Rosemberg et al., (2021) to understand the impact of psychological wellbeing on employees' intention to quit or stay in their hospitality jobs during Covid-19. It has been noted that majority of the employees expressed their negative emotions using the terminologies like anxious, concerned, disappointed and distressed, clearly evidencing that the hospitality industry needs to do more to protect and safeguard the psychological wellbeing of their employees and retain talent in the industry.

Psychological wellbeing of the hospitality and tourism industry employees during a crisis as critical as Covid-19 is relatively a new concept. However, the research over the last three years has contended that effective human resource management can have a positive impact on the psychological wellbeing of the hotel staff as they would feel more secure in their job role with a strong organisational support from within their workplace (Agarwal 2021). Previous studies before Covid outbreak show that employees have been stressed about their wellbeing as any infection symptoms appear that affects physical wellbeing (Desclaux 2017). Ahmed et al., (2020) in his study corroborates that covid worry affected normal life of every individual and the trends of anxiety and stress during the covid were witnessed during hotel employees.

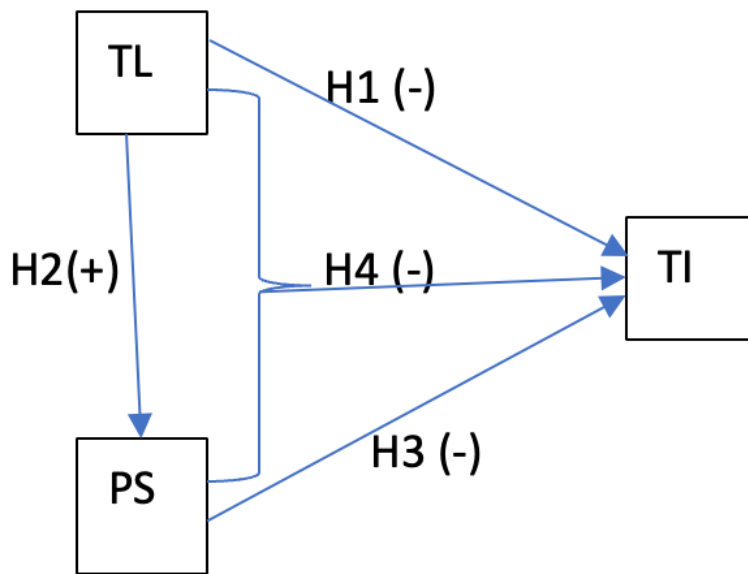
Turnover Intention

The concept of turnover intention (TI) was introduced by Tett and Meyer (1993) and they explained it as a well thought decision on part of the employee to quit his job role in an organisation. In other words, it is an assessment of the likelihood of an employee intending or planning to leave the company wilfully. Turnover intention also includes the issue of behavioural turnover that impacts employees work performance as it decreases the organisational commitment, while the employee prepares to leave the company (Hellman 1997).

There is very limited research to identify how employees' turnover intention could be predicted through the lens of transformational leadership and psychological safety in hospitality industry (Khan 2015). The hospitality industry is volatile and is characterised by high workload, long working hours, high service quality and a pressure to maintain high reputation. Previous studies show that such aggressive work conditions contribute to the hotel employees' turnover intention (Mohsin et al., 2013; Ying et al., 2012). Additionally, the recent studies also suggest that the laying off many hotel staff during covid pandemic added to job insecurity hence contributing to high turnover intention as more and more employees felt insecure in their jobs (Graf-Vlachy et al., 2020)

Conceptual Framework and Hypothesis Development

Conceptual Framework



The above figure shows relationship between dependent and independent variable in conceptual framework which is further laid out below in hypothesis development.

1. The independent variable of Transferable Leadership and Dependent Variable of Turnover Intention

Employees could exercise control over their intention to leave their job and their behavioural intentions are revealed through their actions, showing the actual number of staff wilfully leaving their jobs. The global hospitality industry is marred by this huge problem of employee turnover intention. However, some studies from hospitality sector admitted that transformational leadership qualities like motivated leadership, intellectually stimulating environment at the workplace, rewards on good performance, constructive feedback and leaders being considerate to the individual needs of their staff potentially impacts the employees' intention to leave the job (Chen and Wu 2017).

It is safe to conclude that TL strengthens the management and organisational structure of a company leading to a lower turnover intention in employees. Whereas, according to a latest study on the hospitality staff during the pandemic crisis, Aliendan et al., (2022) suggested that hotel employees were adversely impacted by the law violating practices of their management compelling a many to leave their job. But pre pandemic research on TL has also shown that it holds the potential to motivate the hotel industry employees to remain in the job (Sobaih et al., 2022). This leads to the first hypothesis (H1)

(H1) TL has negative effect on hospitality staff turnover intention

2. Independent Variables of Transformational Leadership and Psychological Safety

Transformational Leadership practices enable the effective communication of the team members worthiness giving them a sense of belonging to the organisation (Yin et., al 2019).

The values like empathy, kindness, sensitivity in a leader make the employees feel safe and secure in their job and enhances overall job satisfaction. But these values have not been embedded in hospitality and tourism industry to a large extent as has been found through the research, however, there is a link between Covid 19 induced stress and employees' high turnover intention in hospitality industry (Karatepe et al., 2021). Edmondson (1999) affirms that workers feel more secure under the leadership of those who encourage and coach them. Therefore, it could be safely concluded that turnover intention is a psychological and behavioural outcome of employees' perception of their workplace environment leading to second hypothesis (H2)

(H2) Transformational leadership has a positive impact on psychological safety of hospitality staff

3. Independent Variable of Psychological safety (PS) and dependent variable of Turnover intention (TI)

As is informed through the literature review, psychological safety plays a crucial role at workplace and affects the attitudinal outcomes of the hospitality staff especially during a time like Covid pandemic. All the workers need to feel safe, be able to evolve and make productive contributions to their job (Edmondson 2014). Consequently, psychological safety at workplace decreases the discontentment one might feel with his job if the job role does not provide a sense of mental wellbeing and satisfaction. As Hebels et al., (2022) also affirms the fact that the workers who feel mentally healthy in their job profiles and have an eco-system that provides them with the assurance of job security, will eventually be less inclined to leave their job. However, during Covid pandemic and in the post pandemic world, hospitality industry employees have reported themselves to be less assured of their jobs, higher stress levels and anxiety arising out of uncertainty surrounding the global hospitality and tourism sector (Aliendan et al., 2022). Even though there many studies supporting the variable of psychological safety at workplace but this factor has not been very well researched as a predictor of the turnover intention as suggested by the literature (ibid). The collective impact of psychological safety and the transformational leadership on turnover intention of hotel staff is a area that is under researched

The supervisors who exhibit the transformational leadership help their staff to add and associate with the organisational value resulting in less turnover intention in their organisation (Frazier et al., 2017) leading to a conclusion that transformational leadership has a direct bearing on the intention to quit. A recent study by Aliedan (2022) has revealed that the pandemic crisis in hotel industry has led to detrimental psychological effects on hotel employees affecting their actions and attitude. However, the leaders possessing transformational leadership (hereafter, TL) qualities have shown to have a significant and positive impact on worker behaviour and employee turnover in distressed economic circumstances (Gui 2020; Sobaih 2022) establishing a clear link between transformational leadership, turnover intention and psychological safety net.

This study attempts to study the effect of psychological safety and transformational leadership on turnover intention. This leads to the fourth hypothesis (H4)

(H4) Both PS and TL has a negative effect on turnover intention

3. Research Methodology

The contribution of quantitative approaches informed by positivist paradigm is significant to research methodology. Quantitative research not only tests the theory comprising of variables but also analyse it using the statistical data (Nunkoo et al., 2017). This approach has been widely used in hospitality and tourism industry (Dwyer et., 2012; Nunkoo et al., 2013; Dolnicar 2015). The current study follows a deductive approach as it allows to test the hypothesis, validate/rejection by the researcher (Saunders et al., 2023). The criteria of validity, reliability and generalisability evidence the rigour and robustness of quantitative methodology (Morris and Burkett 2011). The researcher has chosen experimental research for this study as it offers advantages, such as, the ability to manipulate independent variables, establish clear causal relationships, verify outcomes through repeatability and have controlled conditions to make the work less time intensive (Mildner 2019).

Sample Collection Method and Location

With limited time at hand the study focussed on a small sample $n=100$ to conduct this study. The data was collected over a two-month period (July –Sep 2023), using the random sampling method by selecting staff hotels situated in England and Wales. The random sampling method was selected to ensure that all the population has a fair chance of being selective to represent the whole segment and the data is not biased in favour a particular segment of the target population. The hotel employees included a range of professionals across the spectrum ranging from resident managers, general managers, chefs, housekeeping staff, customer executives, human resource manager and waiters. The reason to include all these professionals was to draw a broad conclusion about the mediating role of psychological safety on employ turnover intention in covid pandemic context. The covid pandemic has not been chosen as a specific variable in this study but its effects on hotel staff have been explained in the literature review.

After meeting all the procedural requirements to gain access to hotel and inn employees to participate in this study, the questionnaires (Appendix 1 for measurement items and construct) prepared in English were digitally circulated to 100 employees in chosen hotels along with an information sheet and a cover letter. Following all these procedures throughout the research guaranteed the confidentiality and anonymity to all the participant respondents and 100 useable responses were collected to carry out the statistical analysis.

Study Instrument

Based on the previously tested study instrument, this study had chosen three variables namely, transformational leadership, turnover intention and psychological safety following the literature reviewed with 17 measurement items. (see Appendix 1). The 7 items under transformational leadership were adopted from Carless et al. (2000), 3 items under turnover intention were adopted from work of Liden et al., (1997) and psychological safety was assessed using 7 items developed by Edmondson (2003; 2014). A five-point Likert Scale (Clark & Watson 2019) was used which contained the following responses:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Due to the time constraint in collection of data and submission deadline, a limited number of items were chosen so that participants could participate without any concerns of spending more time in completing the questionnaire. The main objective of this study had been to study the interrelationship between the three variables and a limitation of this study is sample size and demography. The future studies could focus on diversified population and geography.

During the process of questionnaire development, turnover intention was identified as a dependent variable which is directly influenced by the independent variable of psychological safety and transformational leadership. The psychological safety also showed strong mediating effect on transformational leadership and turnover intention. In other words, it meant that if employees feel PS and TL then TI is decreased.

Pilot Testing

Kennedy et al., (2019) emphasises on pilot testing the questionnaire before actual research to test the feasibility of the instrument. The questionnaire was circulated in 15 employees following a random sampling method (Saunders 2023) before sending to the participants to ensure that questions are easy to understand and unambiguous. The pilot study successfully tested the feasibility of the research instrument and no changes in measurement items were reported. Following this, the questionnaire was circulated in 100 participants. The data collected was tested for normal distribution as is explained under the Data analysis section.

Ethical Consideration

The research follows the British Psychological Society Code of Human Research Ethics (2021). The four essential principles of respect, competency, responsibility and integrity as enshrined under this code, had been diligently followed by the researcher throughout this study. The researcher ensured respect for research participants by taking a prior managerial approval and informed consent from all respondents. No participant who undertook the filling of questionnaire was under the age of 18, ensuring competency to participate. The researcher debriefed all the respondents on anonymity and confidentiality of the responses, using consent forms, information sheet and cover letter cover letters along with the questionnaires. The integrity was ensured by researcher by not collecting any personal information from the participants.

4. Data Analysis

Parametric Test

According to Field (2018) and Saunders (2023), recommend that data should be normally distributed, in other words it should not be skewed and a minimum sample to reach this accuracy is $n=100$. The data analysis was carried out using Statistical Package for Social Sciences (SPSS) (Bryman & Cramer 2012), latest version 28. The frequency distribution of the data set was assessed visually utilising the histograms as shown in Appendix 2, which showed that most of the data falls within the **‘bell shaped curve’**, evidencing an even distribution. These conditions satisfied the requirements of the parametric test and justified the use of this important statistical tool for this study.

Reliability and Validity

In methodological literature, reliability is described as the extent to which a measurement is unaffected by random errors, indicating the internal consistency of a measurement instrument (Nunnally 1978; Saunders et al., 2023). The accepted benchmark of Cronbach alpha coefficient is 0.70 (Field 2018) and the current study showed acceptable level of homogeneity and internal consistency by achieving Cronbach alpha coefficient value above 0.70 for each construct as is shown in Table 1-5 from the reliability test statistics. Standard Deviation estimates and mean value for each construct and measurement item also showed internal consistency in data confirming that the study has successfully passed the reliability test. The acceptable variance in the scales is depicted in Appendix 2.

1. Reliability test for all measurement item of TL

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.940	7

(Table 1)

2. Reliability test for all measurement item of TI

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.935	3

(Table 2)

3. Reliability test for all measurement item PS

Reliability Statistics	
Cronbach's Alpha	N of Items
.936	7

(Table 3)

As is depicted through statistical analysis, in Tables 1-3, the Cronbach alpha coefficients range between 0.935 to 0.940 for the three constructs and a total of 17 measurement items, supporting the satisfactory reliability of the scale for this study.

Validity

Validity is explained as an ability of a scale to measure the accuracy of the measurement instrument and it was confirmed for this research using a principal component analysis (PCA) that also explains the structure of the relationship between variables and constructs (Field 2018). As part of the principal component analysis, factor loadings were investigated, which showed that the values for each construct (TL, TI, PS) is over 0.4, as is evident through the *tables 4 to 6* shown below, this, confirming the benchmark standards. The variables load reasonably well onto the conceptualised constructs showing the least loading value of 0.797, (see Table 4-6), thus variables truly measure the constructs and satisfied the standard benchmark. (*see Appendix 3 for detailed Factor Analysis*).

1.Principal Component Analysis for TL

Component Matrix^a	
	Compo nent
	1
Clear Communication	.840
Support &Development, Encouragement	.878
Encouragement & Recognition	.879
Trust & Copperation	.864
Probs & Solutions	.907
Values & Practices	.797
Leaders` Competence	.843
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

(Table 4)

2. Principal Component Analysis for TI

Component Matrix^a	
	Compo nent
	1
Quitting the career	.949

Job dissatisfaction	.941
Searching for New oppotunities	.932
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

(Table 5)

3. Principal Component Analysis for PS

Component Matrix^a	
	Compo nent
	1
Forgiveness for mistakes	.877
Complex Communication within the team	.859
Acceptance of differences in team	.819
Risk acceptance/mngmt	.855
Helpful team members/supportive	.858
Appreciation for efforts	.847
Worthiness in teamwork	.838
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

(Table 6)

Furthermore, to justify that the sample is adequate, Kaiser Meyer Olkin (KMO) Measure of Sampling Adequacy Coefficient and Bartlett's test was utilised (Ojra et al., 2023). The acceptable benchmark between than 0.8 to 1.0 for the KMO and less than 0.05 for Bartlett's Test is achieved with KMO and Bartlett's test values being 0.91 and <.001 respectively for the first construct of TL, for the second construct of TI the KMO is .091 and for the third construct of PS, the KMO is .894, suggesting a substantial corelation in the data and further corroborating the validity of this study (see Table 7-9). Hence, all statistics in this study satisfactorily confirmed the validity of the study.

1.TL

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	591.147
	df	21
	Sig.	<.001

(Table 7)

2.TI

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.765
Bartlett's Test of Sphericity	Approx. Chi-Square	249.241
	df	3
	Sig.	<.001

(Table 8)

3.PS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	551.460
	df	21
	Sig.	<.001

(Table 9)

Following this, Multi Collinearity was tested to check if measurement items are too close to each other, using Variance Inflation Factor (VIF) , for which the benchmark shouldn't be closer to 10 (Meyers 1990) and the condition index, the benchmark should not be greater than 20. For TL and TI, the VIF is 1.000 and for TL and PS collectively it is 1.637 (see Appendix 3). Also, the Condition Index ranges between 1.000 to 2.077 fully satisfying the threshold. The Coefficient and Collinearity Diagnostics (Appendix) show these findings satisfy the above requirements and it could be concluded that there is no threat of multicollinearity.

Regression Analysis

Regression Analysis has been used as a significant research tool in academic tourism and hospitality literature because this field entails specialised forecasting and identification of factors to improve experience of the services (Rossello 2012). A linear regression analysis was run to check the good fit of the model (Field 2018, Saunders et al., 2023) and whether hypothesis is supported or not. As per the methodological literature (Twomey & Kroll 2008), if the R square value is closer to 1, model is good, if it close to zero, the model is weak. As is evidenced through the tables (10 – 13), table 11 shows the R square value of .389 and table 13 shows it to be .365, this implies that both are a moderate fit and the remaining two are weak.

1.RG

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	F Change	df 1	df 2	Sig. F Change
					R Square Change				
1	.545 ^a	.297	.290	.84278720	.297	41.380	1	98	<.001
a. Predictors: (Constant), REGR factor score for TL									

(Table 10)

2.RG

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	F Change	df 1	df 2	Sig. F Change
					R Square Change				
1	.624 ^a	.389	.383	.78563951	.389	62.394	1	98	<.001

a. Predictors: (Constant), REGR factor score for TL				
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(Table 11)

3.RG

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	F Change	df 1	df 2	Sig. F Change
					R Square Change				
1	.544 ^a	.296	.289	.84329043	.296	41.213	1	98	<.001
a. Predictors: (Constant), REGR factor score for PS									

(Table 12)

4.RG

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	F Change	df 1	df 2	Sig. F Change
					R Square Change				
1	.604 ^a	.365	.352	.80493344	.365	27.899	2	97	<.001
a. Predictors: (Constant), REGR factor score for TL, REGR factor score for PS									

(Table 13)

The tables 10 -13 show the R square value falling in weak to moderate range showing that the model is moderate only in RG4 Table 13. The analysis has shown interesting finding with R square values and R square of .365 (Table 13) indicates a moderate fit. This implies that the independent variable of TL and PS explain 35 percent of the dependent variable of TI.

Results

The linear regression analysis is explained further through Beta values. According to Field (2018), Beta value show if our Hypothesis is supported or not.

H1

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.021E-16	.084		.000	1.000
	REGR factor score for TL	-.545	.085	-.545	-6.433	<.001

a. Dependent Variable: REGR factor score for TI

(Table 14)

H2

Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	−4.650E−17	.079		.000	1.000
	REGR factor score for TL	.624	.079	.624	7.899	<.001

a. Dependent Variable: REGR factor score for PS

(Table 15)

H3

Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.670E-17	.084		.000	1.000
	REGR factor score for PS	-.544	.085	-.544	-6.420	<.001

a. Dependent Variable: REGR factor score for TI

(Table 16)

H4

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-4.650E-17	.079		.000	1.000
	REGR factor score for TL	.624	.079	.624	7.899	<.001

a. Dependent Variable: REGR factor score for PS

(Table 17)

(H1) TL has negative effect on hospitality staff turnover intention:

The Beta value -.545 indicates that when TL is increased by 1 unit then the TI decreases by .545 units. This confirms the existence of a negative relationship. The p value is <.001, which means that H1 is supported with 99 percent confidence (Field 2018). Hence, H1 is supported.

(H2) Transformational leadership has a positive impact on psychological safety of hospitality staff:

The beta value is .624, so if the TL is increased by 1 unit, the PS also gets increased by .624. The p value is <.001, which means that H1 is supported with 99 percent confidence (Field 2018). These both factors add credibility to the hypothesis and it could be said that H2 is supported with 99 percent confidence.

(H3) Psychological Safety has a negative effect on the turnover intention of the hotel staff

The Beta value is -.544. is supported. If the independent variable of PS is increased by 1 unit, the dependent variable which is TI decreases by .544 units. The p value is <.001, which means that H1 is supported with 99 percent confidence (Field 2018). These both factors add credibility to the hypothesis and it could be said that H3 is supported with 99 percent confidence.

(H4) Both PS and TL has a negative effect on turnover intention:

The Beta value is .624 and p value is <.001, which means if the PS and TL are increased then the TI has an automatic adverse impact. Hence, H4 is supported with 99 percent confidence.

5. Discussion

This quantitative study aimed to understand the collective impact of psychological safety and transformational leadership style on the turnover intention of the hotel workers in the UK amidst covid pandemic crisis. As could be seen (Tables 1-3), the Cronbach alpha coefficients range between 0.935 to 0.940 for the three constructs and a total of 17 measurement items, with TL including seven, TI having three items and PS covered with 7 items. The reliability tests were satisfactory. The principal component analysis also showed that the values for each construct (TL, TI, PS) is over 0.4, (Tables 4 to 6) meeting validity criteria. It has been noted that the model has limited strength as could be seen in regression analysis.

Notwithstanding, the fact that all the four hypotheses were supported based on the data analysed, the model fit has shown itself to be between weak and moderate ranges. However, it was satisfactorily concluded through H4 that an increase in psychological safety of the hotel employees and presence of transformational leadership skills in managers showed negative impact on turnover intention of hotel employees. In other words, these two factors, TL and PS, collectively showed negative impact on TI during the linear regression tests. The employees who are supported by transformational leaders remain motivated in their jobs, feel secure in their position and do not think about committing their jobs (Jiang & Wen 2020). This view is supported in the recent hospitality literature lending further credibility to this study's hypotheses (ibid).

The findings confirm the previous studies conducted by Karatepe et al., (2020) that employees who do not feel psychologically secure in their job roles quit their jobs. Furthermore, elements like mental health, workplace support, stress, anxiety were embedded in questionnaire through measurement items, were confirmed by the results of H2 that transformational leadership has positive impact on psychological safety and in H3, that psychological safety has a negative impact on the turnover intention (Karatepe et al., 2020). This implies that lack of psychological support, job satisfaction, employee mental health increases the turnover intention (Kaushal & Srivastava, 2021 & Karatepe et al., 2020)

6. 6.Future Implications, Limitations and Conclusion

The current results have meaningfully contributed to the hospitality literature by studying how turnover intention is impacted by the transformational leadership style and psychological safety in covid pandemic context. The study of turnover intention is not novel in academic hospitality literature but due to the ever-changing geopolitical dynamics and aftermath of covid pandemic, this research area needs attention from scholars.

According to a March 2023 Government policy paper on Hospitality Strategy, the government's focus remains on three Rs, viz., Reopening, Recovery and Resilience. Very little or no mention is made about the PS of hospitality industry employees which shows the gap in literature and policy and justifies the need for future studies. Staff turnover intention is a grave concern in post covid world for hospitality industry. For any hospitality strategy to be successful, the staff turnover intention and psychological wellbeing should be given primacy. The transformational leadership style is an effective leadership culture that boosts the morale of the employees (Gui et al., 2020). Due to the pandemic, the literature review has shown that hotel employees felt unsafe this finding suggests the importance of leadership style. Adopting TL leadership practices hotel managers may actively follow practices like valuing each employ, empathise, fair treatment and intellectual stimulation to decrease the employee turnover intention in their teams. This research offers valuable guidance to hospitality industry that holds a potential to contribute to change at practical level improving outcomes for all the stakeholders in the sector.

As is case with any study, this study has its limitations, the first and foremost being the time to collect data and geography. This study had a sample n=100 and was limited to the UK. Future studies can collect a larger sample and look beyond the UK. The second limitation has

been less measurement items in the questionnaire as this study was aimed at gathering broader and a generalised understanding of PS and TL on TI, future studies could add more measurement items like job satisfaction, cyber loafing, servant leadership ethical leadership style etc. to study the psychological wellbeing of hotel employees. Thirdly, this study did not analyse the demographic variables like age, gender and qualification of the participants, researchers in the future could add these variables to study the perception of turnover intention.

In the end it could be said that the findings of this study demonstrate that the transformational leadership style and psychological safety, collectively predicted 35 percent of the turnover intention in hotel employees. The transformational leadership could support all the workers in a team in complex environment of a hotel and it adds to the psychological wellbeing of the employees, in turn, which decreases the employee turnover intention.

7. Reflective Essay

Genuine education is acquired through experience (Dewey 1963). In second semester of the doctoral studies, we studied the Quantitative Methods. The teaching took place via teams and despite technological challenges, the 12-week learning was engaging and interactive as my tutor answered every query and encouraged all of us to play with numbers. I come from a social sciences background and this field has been uncharted territory for me.

However, as I reflect on my learning from this module, the module has been a learning curve for me in my doctoral journey.

Taking inspiration from Kolb's Experiential Learning Cycle (1984), as it remains the most widely cited model of experiential learning (Seaman, Brown & Quay 2017), I reflect on my concrete experience abilities (CE), reflective observation abilities (RO), abstract conceptualisation abilities (AC) and active experimentation abilities (AE). Classroom learning facilitated my concrete experience abilities as I learnt about the basic concepts of quantitative methods which involved data collection, designing of a questionnaire, conducting reliability and validity tests using the SPSS and learning to interpret the data. During the study, I have engaged with a variety of articles to understand the structure of writing a quantitative paper and watched Brunel University resource videos on using Statistical Package for Social Sciences (SPSS). All the online lectures were recorded and with the help of my classroom notes and listening to the recorded sessions, I utilised my reflective observation abilities to create my data set and conduct the data analysis. My lecturer also recommended us to read Andy Field's book to learn about the statistical data interpretation using the SPSS. In classroom teaching, my lecturer made us do exercise, where we added our own data into SPSS clearly understanding the concept of constructs and measurement items. Learning to use SPSS has empowered me for writing a paper using mixed methods in the future.

An interesting discovery for me has been learning about the right size of sample to conduct accurate quantitative study, which must be $n=100$. We were taught about hypothesis testing using the regression analysis in our online sessions. This has been a new and useful tool to learn and understand as I have started to enjoy the process of hypothesis development and proving/disproving them based on the data collected. My lecturer emphasised on learning the basic statistical skills to ensure that I make an informed decision about my methodology for my final thesis. I have benefitted from my abstract conceptualisation and active experiential learning abilities by following the steps taught in class about the sample collection, drawing measurement items from the constructs, questionnaire development, Cronbach alpha, conducting multicollinearity test, usage of Likert scale.

This module has been a challenging one for me as I have encountered various issues from domestic to health related over last three months. I sincerely wanted to choose a topic which could sustain my interest and facilitate the understanding of applied concepts. Finding a suitable topic to apply the learnt concepts was also an enduring task. I have faced difficulty in regression analysis but tried to make best sense of the fundamentals through application.

I have tried to the best of my abilities to use acquired knowledge, but I found data analysis section particularly challenging. However, nothing worthwhile is achieved easily and as I finish this coursework with my assignment submission, I have witnessed a few notable changes in my perspective about research methodology. This module has helped me to decrease my research bias by introducing me to a fascinating realm of analysing data using statistical methods.

Data sets, numbers and findings analysis no longer appear unfamiliar to me, which gives me a unique confidence. As I have embarked upon a new journey by joining academia, I strongly feel armed with knowledge of quantitative research skills, very soon, I could write my own research paper using this methodology.

I have become more flexible in my methodological approach on my research topic. This subject has been about learning through application and experience which could only come through active engagement with our peers and lecturer. In this term, there were many challenges due to the internet connectivity issues in virtual sessions and it would have been a better learning experiences had the sessions been conducted in a classroom environment.

Due the nature of my research objective and research question, for the purpose of my DBA thesis, I shall continue with qualitative research method. However, being a keen experiential learner, I very much look forward to conducting a survey to collect data and write an authentic paper using quantitative methodology. I have also done a pilot study using qualitative methods along with this module. Therefore, in my reflection, I could confidently conclude, that my endeavour to become a balanced and an ethical researcher would have remained unaccomplished, if this DBA program would not have included Quantitative Studies as a compulsory subject. (755 words approx.)

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9. Appendices

Appendix 1

Variables and Measurement Items and Likert Scale

Transformational Leadership (TL)

- TL1 The leader communicates a clear and positive vision of the future
- TL2 The leader treats staff as individuals, supports and encourages their development
- TL3 The leader gives encouragement and recognition to staff
- TL4 The leader fosters trust, involvement and cooperation among team members
- TL5 The leader encourages thinking about problems in new ways and questions assumptions
- TL6 The leader is clear about his/her values and practises what he/she preaches
- TL7 The leader instils pride and respect in others and inspires me by being highly competent

Turnover Intention TI

TU8 I often think about leaving that career

TU9 It would not take much to make me leave this career

TU10 I will probably be looking for another career soon

Team Psychological Safety (PS)

PS11 If you make a mistake on this team, it is not really held against you

PS12 Members of this team are able to bring up problems and tough issues

PS13 People on this team never reject others for being different

PS14 It is safe to take a risk on this team

PS15 It is easy to ask other members of this team for help

PS16 No one on this team would deliberately act in a way that undermines my effort

PS17 Working with members of this team, my unique skills and talents are valued and utilised

Likert Scale

1.Strongly Disagree

2.Disagree

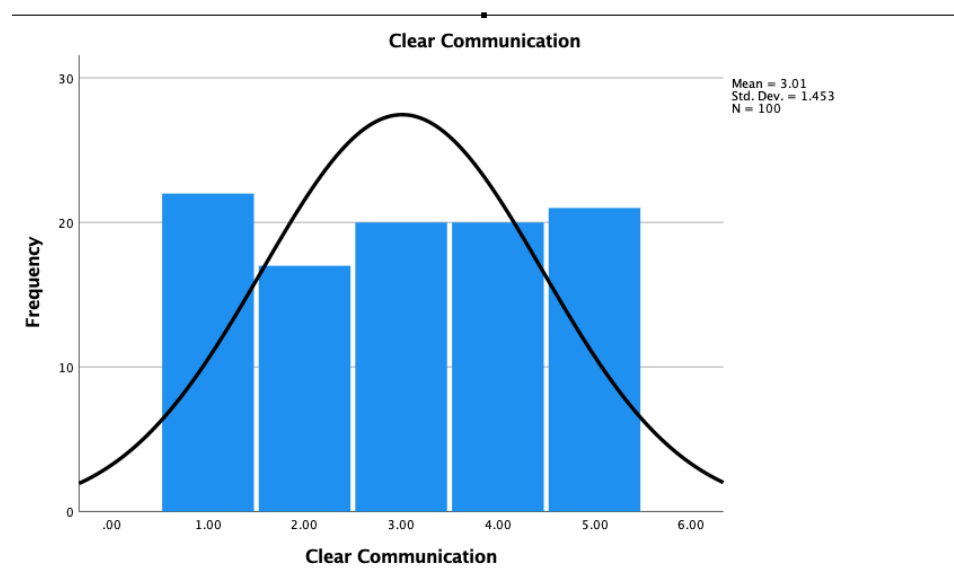
3.Neither Agree nor Disagree

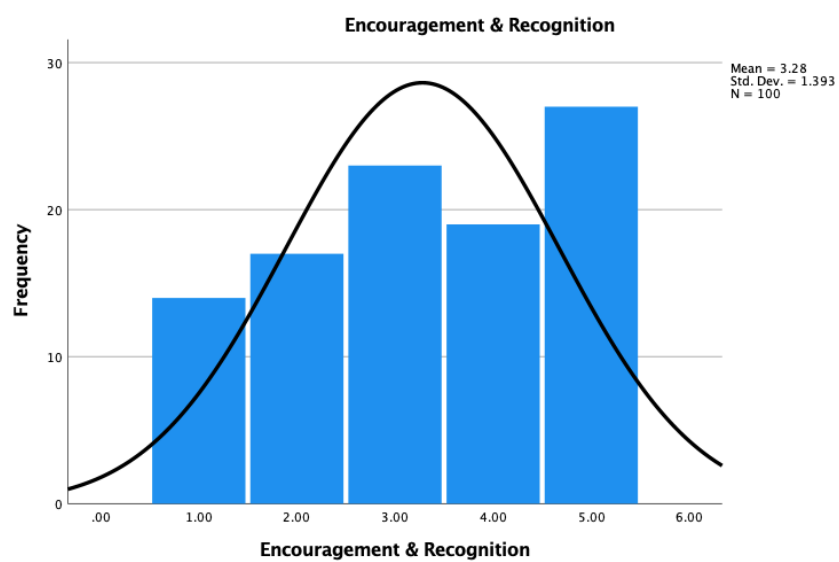
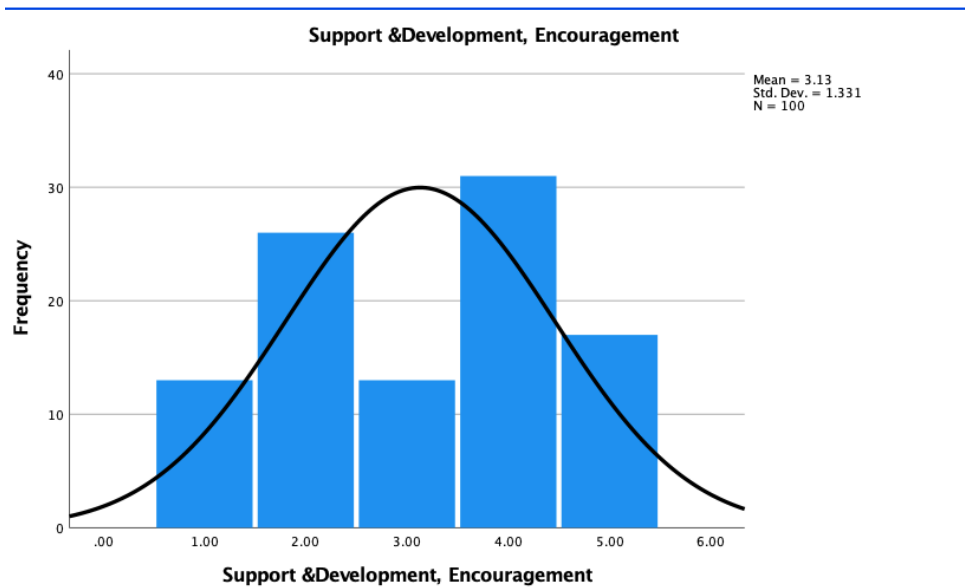
4.Agree

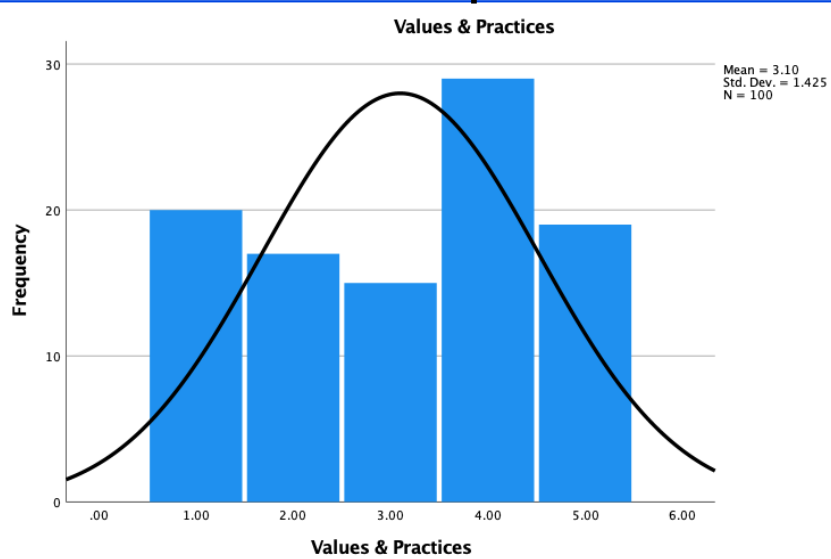
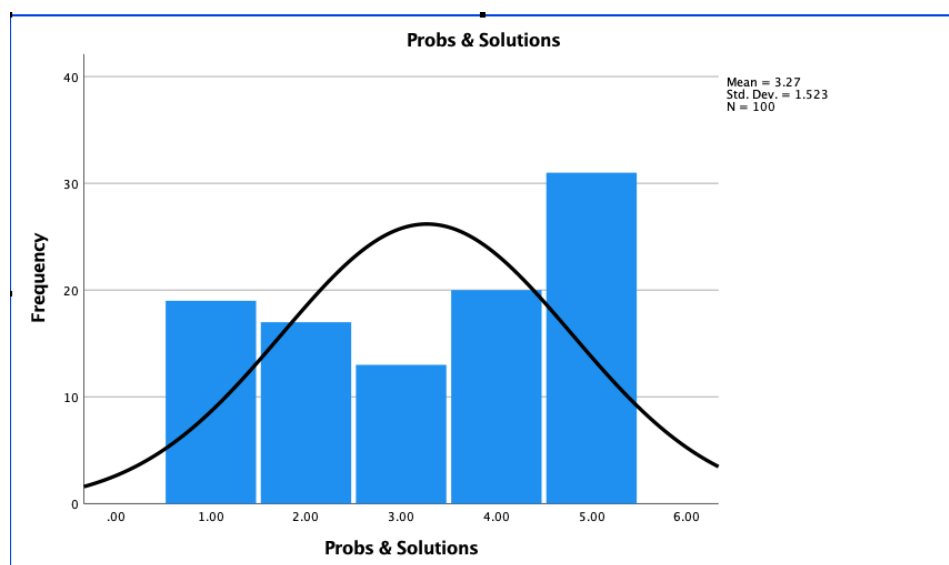
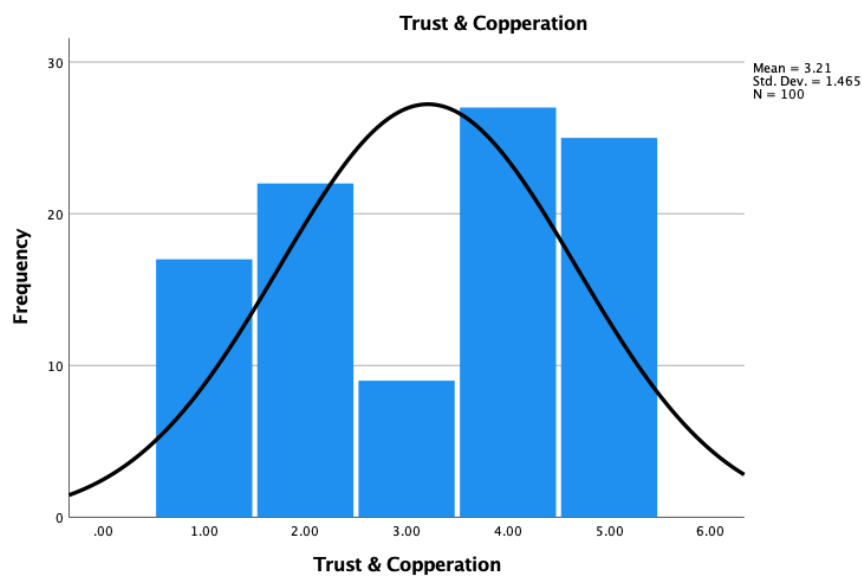
5.Strongly Agree

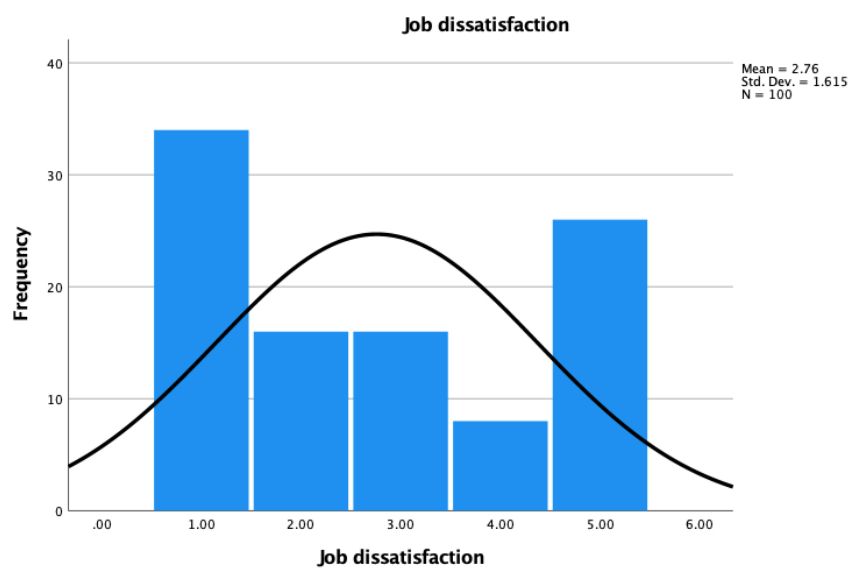
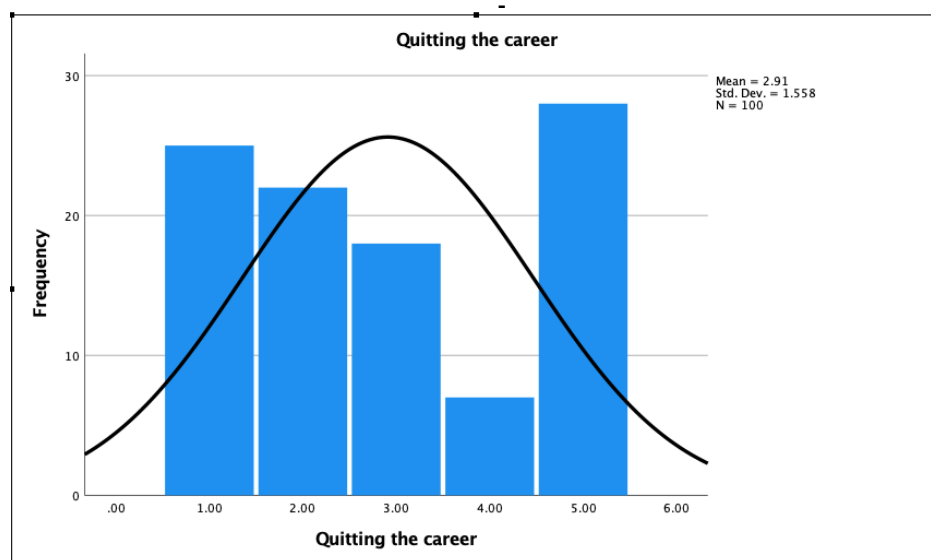
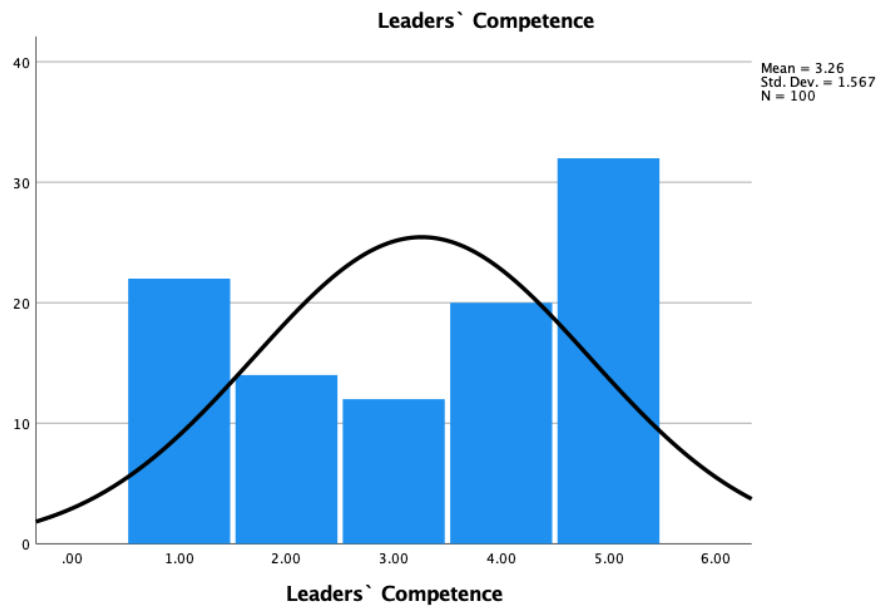
Appendix 2 Reliability

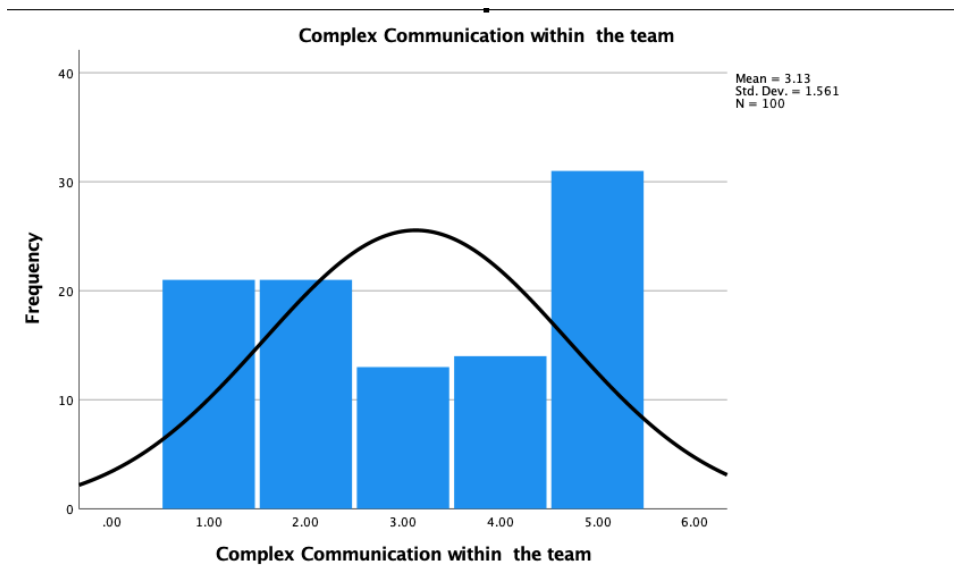
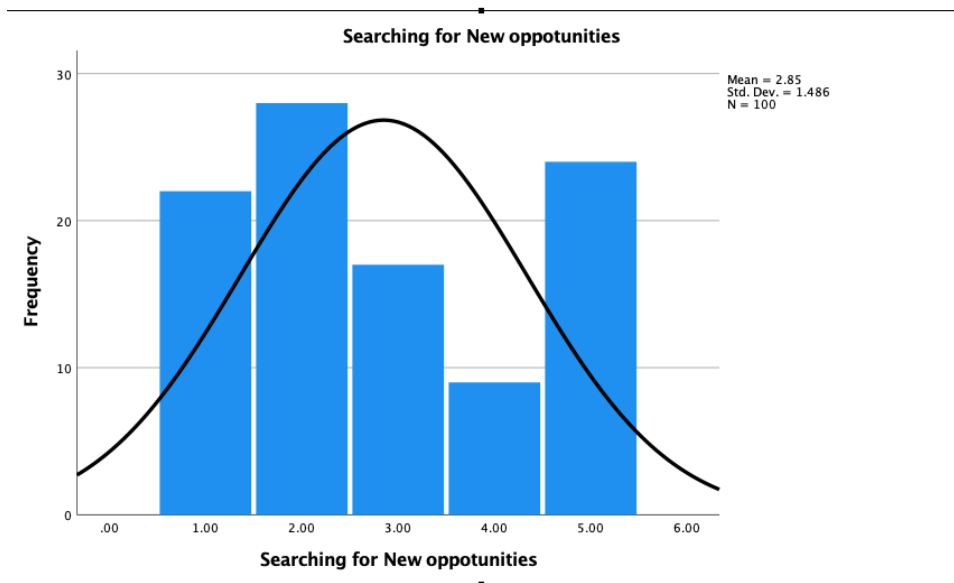
Histogram

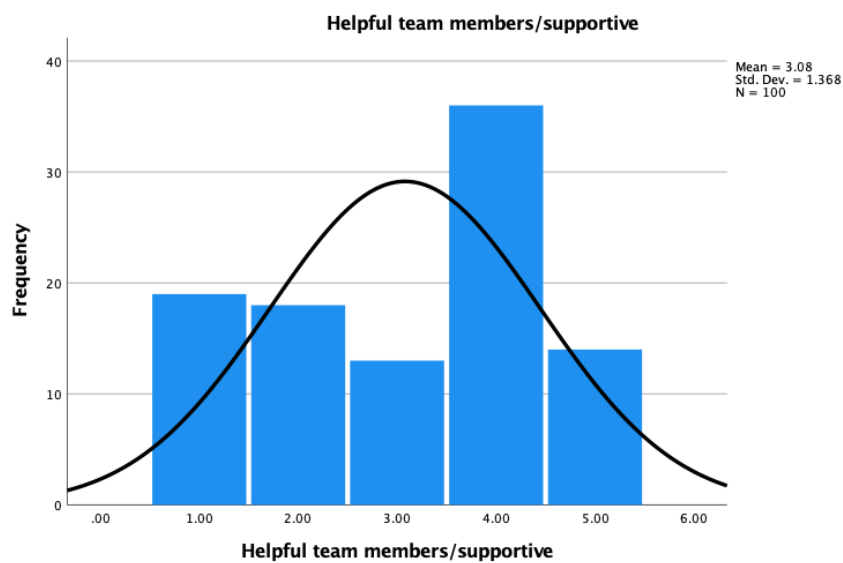
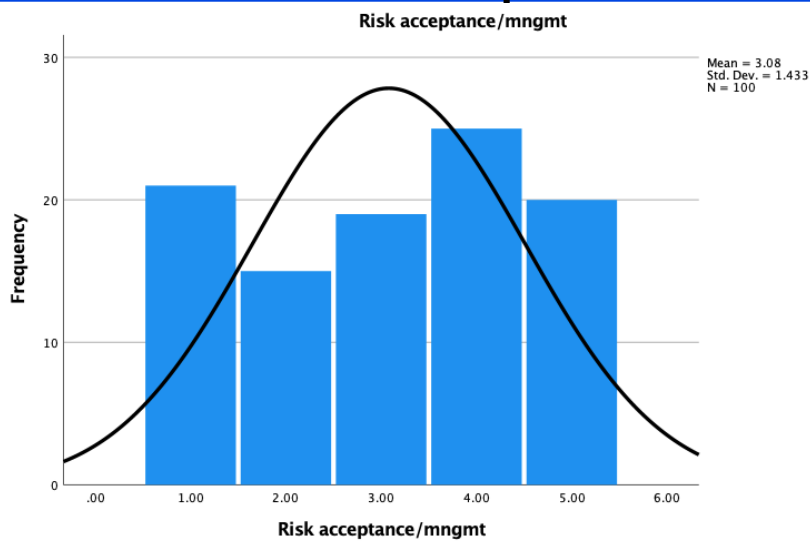
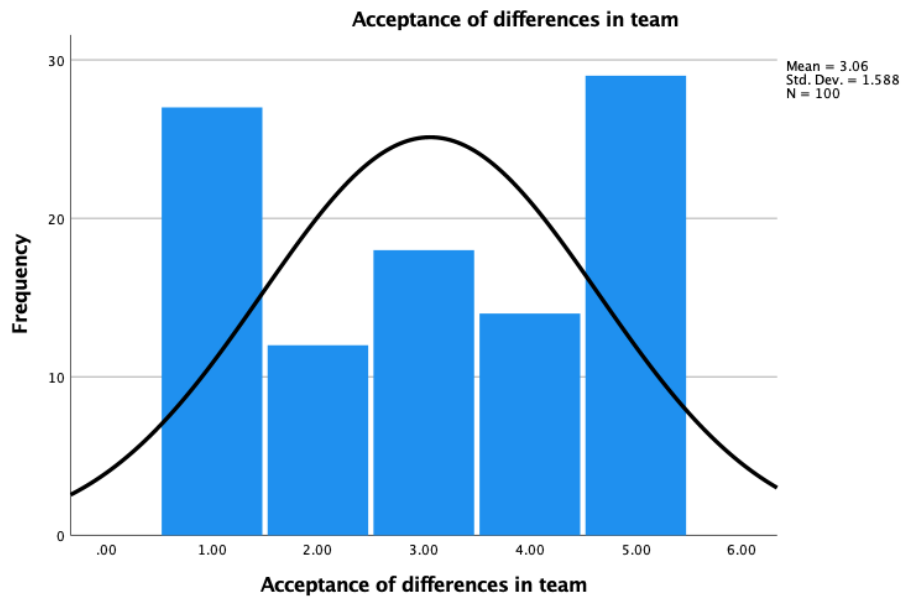


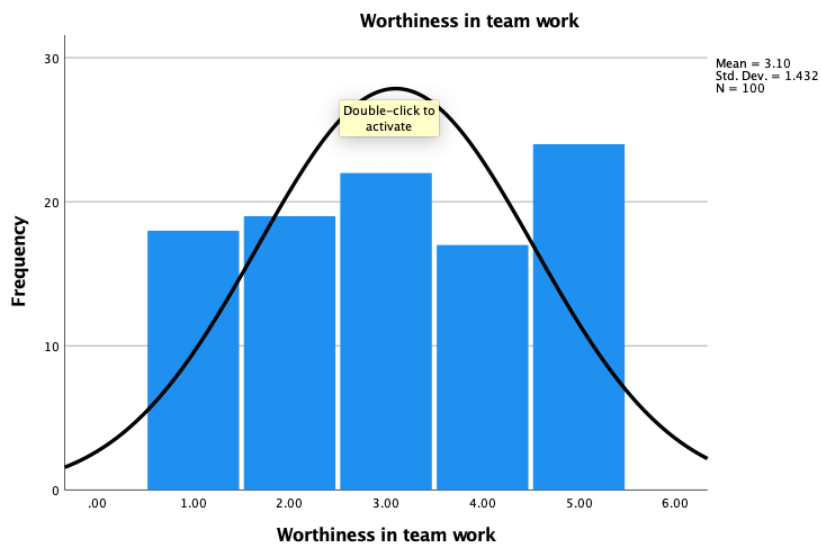
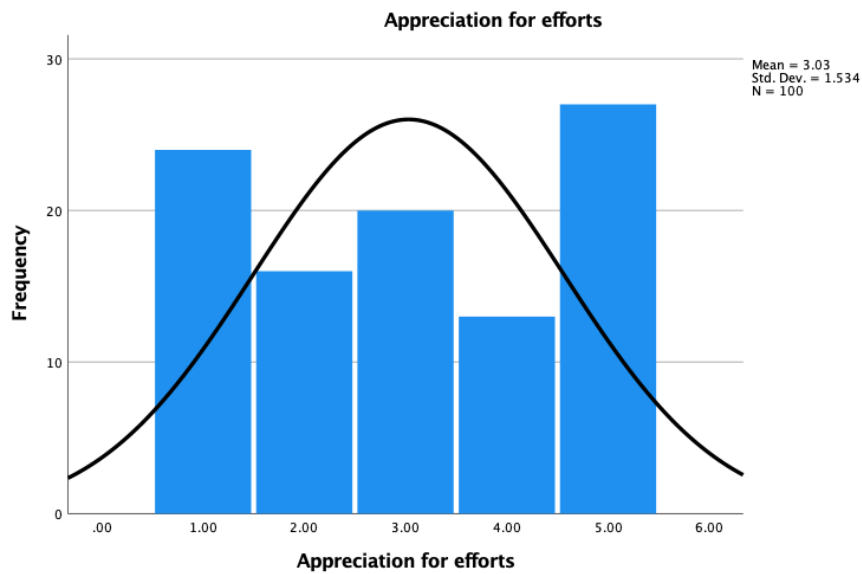












Appendix 3 for detailed Factor Analysis (validity)

Factor Analysis TL

Notes		
Output Created	22-OCT-2023 15:46:21	
Comments		
Input	Data	/Users/arpukumar/Desktop/100 data set.sav
	Active Dataset	Final

	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax	FACTOR /VARIABLES TL1 TL2 TL3 TL4 TL5 TL6 TL7 /MISSING LISTWISE /ANALYSIS TL1 TL2 TL3 TL4 TL5 TL6 TL7 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /SAVE REG(ALL) /METHOD=CORRELATION.	
Resources	Processor Time	00:00:00.04
	Elapsed Time	00:00:00.00
	Maximum Memory Required	7896 (7.711K) bytes
Variables Created	FAC1_1	Component score 1

Communalities		
	Initial	Extraction
Clear Communication	1.000	.706
Support & Development, Encouragement	1.000	.770
Encouragement & Recognition	1.000	.773
Trust & Cooperation	1.000	.747
Probs & Solutions	1.000	.823
Values & Practices	1.000	.635
Leaders' Competence	1.000	.710
Extraction Method: Principal Component Analysis.		

Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings				
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.165	73.781	73.781	5.165	73.781	73.781
2	.519	7.421	81.202			
3	.441	6.306	87.508			
4	.351	5.013	92.521			
5	.202	2.884	95.405			
6	.191	2.725	98.131			
7	.131	1.869	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix ^a	
	Component
	1
Clear Communication	.840
Support & Development, Encouragement	.878
Encouragement & Recognition	.879
Trust & Cooperation	.864
Probs & Solutions	.907
Values & Practices	.797
Leaders' Competence	.843
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Factor Analysis TI

Notes		
Output Created	22-OCT-2023 15:47:53	
Comments		
Input	Data	/Users/arpukumar/Desktop/p100 data set.sav
	Active Dataset	Final

	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax	FACTOR /VARIABLES TI1 TI2 TI3 /MISSING LISTWISE /ANALYSIS TI1 TI2 TI3 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /SAVE REG(ALL) /METHOD=CORRELATION.	
Resources	Processor Time	00:00:00.04
	Elapsed Time	00:00:00.00
	Maximum Memory Required	2184 (2.133K) bytes
Variables Created	FAC1_2	Component score 1

Communalities		
	Initial	Extraction
Quitting the career	1.000	.901
Job dissatisfaction	1.000	.886
Searching for New oppotunities	1.000	.869
Extraction Method: Principal Component Analysis.		

Total Variance Explained		
Component	Initial Eigenvalues	Extraction Sums of Squared

	Total	Loadings	Cumulative %	Total	% of Variance	Cumulative %
		% of Variance				
1	2.656	88.521	88.521	2.656	88.521	88.521
2	.198	6.611	95.132			
3	.146	4.868	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix ^a	
	Component
	1
Quitting the career	.949
Job dissatisfaction	.941
Searching for New opportunities	.932
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Factor Analysis PS

Notes		
Output Created	22-OCT-2023 15:48:42	
Comments		
Input	Data	/Users/arpukumar/Desktop/100 data set.sav
	Active Dataset	Final
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax	FACTOR	

	/VARIABLES TPS1 TPS2 TPS3 TPS4 TPS5 TPS6 TPS7 /MISSING LISTWISE /ANALYSIS TPS1 TPS2 TPS3 TPS4 TPS5 TPS6 TPS7 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /SAVE REG(ALL) /METHOD=CORRELAT ION.	
Resources	Processor Time	00:00:00.04
	Elapsed Time	00:00:00.00
	Maximum Memory Required	7896 (7.711K) bytes
Variables Created	FAC1_3	Component score 1

Communalities		
	Initial	Extraction
Forgiveness for mistakes	1.000	.770
Complex Communication within the team	1.000	.739
Acceptance of differences in team	1.000	.671
Risk acceptance/mngmt	1.000	.730
Helpful team members/supportive	1.000	.735
Appreciation for efforts	1.000	.717
Worthiness in team work	1.000	.702
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues	Extraction Sums of Squared Loadings				
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.065	72.353	72.353	5.065	72.353	72.353
2	.602	8.603	80.956			
3	.381	5.448	86.404			

4	.321	4.586	90.990			
5	.266	3.802	94.792			
6	.219	3.126	97.919			
7	.146	2.081	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
Forgiveness for mistakes	.877
Complex Communication within the team	.859
Acceptance of differences in team	.819
Risk acceptance/mngmt	.855
Helpful team members/supportive	.858
Appreciation for efforts	.847
Worthiness in team work	.838
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	