

WORK STRESS AND TURNOVER INTENTIONS: AN EMPIRICAL STUDY

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This work is dedicated to my family and close friends, for supporting me through tough times. Special thanks to my tutor, Fermín Mallén, for his advice, counseling and guidance. Also, my gratitude for all the help and participation on behalf of the staff at the Hotel Villacarlos.

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ABSTRACT

Work-related stressors and turnover intentions are significant threats to any organization. Immediate short-term consequences include increments in HR costs, reductions in productivity and a decrease in employee well-being. In the long term, reputation, sales, and future existence can be put at risk if issues are not addressed. For these reasons, it is crucial for organizations to first know the current situation regarding turnover intention, and second, understand the sources that are pushing workers towards that state. This work, in its approach to find these links, starts with a review of the literature regarding work-related stress and turnover intention. After, it generates a classification of stressors based on the conceptual framework elaborated. Last, an empirical study is carried out to test the relationships between the selected stressors and turnover intentions. The employees of a three-star hotel in Valencia are surveyed with a questionnaire based on the previous classification of stressors and the TIS-6[†] (Roodt, 2004). Measurements are carried out to obtain results regarding this specific sample. This study has found a correlation between both, in addition to understanding which stressors have a more significant impact. Also, age, gender and department are studied to find possible relationships. Finally, conclusions and further lines of research and work are explained.

[†] 6 Element Turnover Intention Scale. Roodt 2014

1. INTRODUCTION

Since the beginning of man-kind, stress has played an essential role in our existence. It has helped us survive in many ways by giving us the power to react to different types of situations where action was required. According to the Scientific American magazine (2017), approximately 190,000 years ago our fellow ancestors had a brain with a neocortex practically the same as ours. However, even though the physical characteristics of our brain have not changed much, our way of life and environment has. We have shifted from a quick response environment, where stressors used to help and guide humans with their daily problems, to a different scenario where, even when stressors are no longer present, stress still affects them.

Our ancestors came upon situations where stressors had an immediate response, and they were part of the human survival instinct. When a stressor such as a threat was acknowledged, they would run to safety until the factor no longer *stressed* them. When hunger or thirst was an issue, a certain degree of stress would lead them to hunt and satisfying their need. The standard component amongst all their situations was that their stress was relieved as quick as they could change the situation. This way stress, worry, and anxiety were emotions that protected humans.

Modern-day environments have changed the way our brain and body tolerate stress. Our day-to-day circumstances involve many areas from which stressors can arise: relationships, health, decision making, responsibility, and work, are some of the many that can cause us to develop chronic stress. Being exposed to an excess of stress in any of the before mentioned examples can lead us to distress. In conditions where humans are in distress, drastic change is needed to relieve them from this position.

Organizations and workplaces are no exception to the effects of stress, a common phenomenon amongst both, which has an impact on all its individuals and structures. However, it can have both positive and negative results. Stress, at healthy levels, helps push forward in pursuit of its goals. It keeps the organization alert, always on guard for any action. On the contrary, a company with unhealthy levels of stress will tend to lose focus on its goals, affecting workers and subsystems.

Toxic environments at work expose workers to continuous stress. Depending on the nature of the stressor (e.g., social, job-related, structural, organizational), individuals may

consider leaving their job in pursuit of improvement and change. In these cases, workers carry out personal benefit/loss balances where they value their existing situation.

Workers that end up leaving the organization will have an immediate impact on the organization. Starting with new efforts that will have to be carried out in pursuit of a new employee, that position will remain unattended until a substitute is found. Further consequences such as bad reputation and a loss of confidence on behalf of customers can jeopardize the organizations' existence. It is for these reasons that firms must analyze the conflicts that lead to turnover. They must search for the stressors that cause these intentions and seek to improve the situation. A thorough analysis of the multiple sources of stress can help the organization address problems more accurately.

The present work focuses on the stressors present in any work environment and their possible impact on turnover intentions. First, it searches to generate a classification of stressors based on the conceptual framework elaborated by the literature reviewed. Second, an empirical study is designed, based on objectives, where a hotel is surveyed through a questionnaire configured accordingly. Last, the answers and conclusions are explained next to the study's limitations and suggestions for further research and work.

2. UNDERSTANDING WORK STRESS

2.1. STRESS AND WORK STRESS

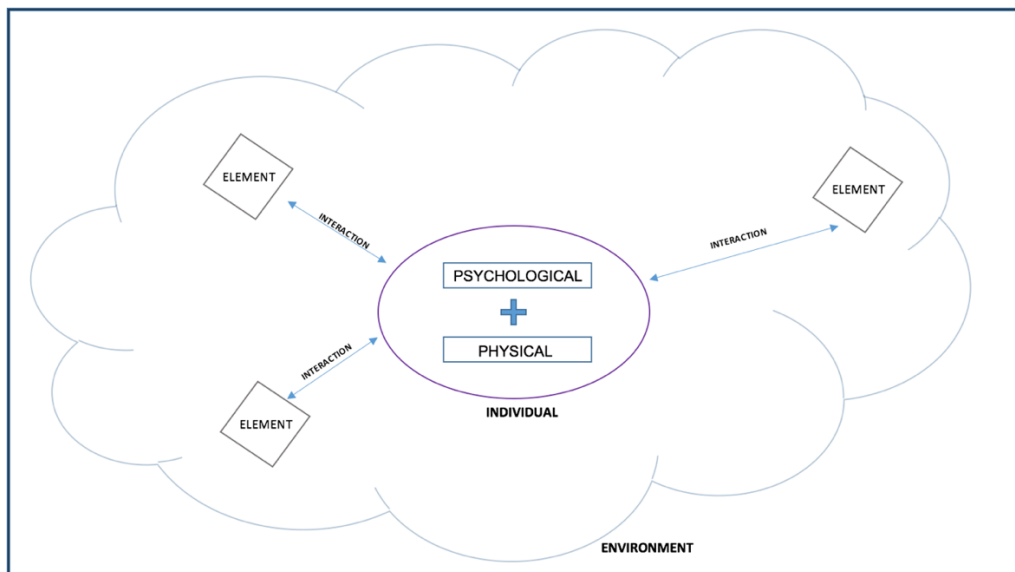
Stress is a term that commonly used amongst individuals on a daily basis. Usually, when questioned for the meaning, it is described with many negative words, understanding that one perceives stress as an unwanted state. Also, it is generally used to refer to circumstances in which an individual feels uncomfortable, due to an unpleasant situation. However, we must bear in mind that each person is the sum of many factors, and also that they will react differently to stress.

Moreover, the term is present in practically all fields of study: medical, biological, social, mechanical, political, and industrial sciences amongst others. This leads us to an extensive volume of definitions within the different literature that explain stress. Therefore, there are many approaches when it comes to the understanding of stress.

A first and straightforward definition can be found in The Cambridge Dictionary (2018) as: "feelings of worry caused by difficult situations such as problems at work." The definition, though short, indicates that there are necessarily two parts in stress: one physical and another psychological. Further thought points out that these parts take place in an environment, therefore creating a complex and dynamic system. Never the less, a dictionary can only offer a global and generic vision on the term.

Assuming that there is a necessary interaction between the individual and the environment, both play an essential role in the final perception. This perception will be critical for how the individual will react. As seen in figure 1, the individual is found in an environment continually interacting with a diverse array of elements. These elements represent any situation, place or relationship where the interactions affect the individual. The interactions will be perceived differently from person to person, and therefore a certain degree of subjectivity must be indicated when it comes to perceptions.

Figure 1: Individual & Environment



Source: Own elaboration

In the same line of thought, Lazarus and Folkman (1966) understood stress as the product of the relationship between the person and the environment, occurring when a person appraised a stressful event such as exceeding his, her coping abilities. According to the Health and Safety Guidelines for the workplace (Canadian Union of Public Employees, 2003), stress is a combination of physical and psychological reactions to events that challenge or threaten us. Besides, they state that in normal circumstances, the stress response is a powerful protective mechanism which allows us to deal with sudden changes or immediate demands whereas in abnormal (i.e., highly stressful and or/prolonged stress) circumstances, stress overwhelms our protective mechanisms, leading individuals to significant health issues. Marke Le Fevre et al. (2003), set clear that stress is the deformation or change produced in an individual due to a stressor, adding that a stressor is an external force or situation action upon an individual.

It is essential to point out that stress has two components: positive and negative stress or eustress and distress respectively. The first type of stress is known as the positive kind. It fills individuals with positive energy and thoughts that help them be more aware and self-conscious. The latter is the exact opposite, characterizing distress as an unpleasant state in which an individual cannot cope with the interactions of its environment. Therefore, the type of stress that an individual will have can be seen as the result of its interactions with an environment, in which depending on the capability to cope with its demands, will have either a positive or negative outcome.

The environment is the set where the different interactions take place. These are composed of everyday situations, and the interactions are the different relationships that coexist in them. The workplace is no exception as an environment in which individuals interact and have a relationship.

The importance and interest of this phenomenon has grown in both employees and employers in the past decades. According to the Fourth European Conditions Survey (2017), 22% of European workers claimed to suffer from stress and fatigue at work. This is an essential figure for modern firms, alerting them of the direct results of unattended distress situations.

In addition to this, we observe that the vast majority of organizations find themselves competing in hostile environments. For organizations to survive, they rely on how well they manage their human talent. From hiring to firing, all angles on how workers are dealt with are of most importance when managing. The result of the different practices will set the environment, and how the individuals in it feel, will set their level of stress.

In the literature regarding stress at work, we come across different terms that define the same concept: labour stress, occupational stress, work-related stress, and stress at the workplace amongst others. A first definition can be seen as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope (World Health Organization, 2018). In another similar description, workplace stress is seen as bad physical and emotional responses that occur when there is a conflict between job demands on the employee and the amount of control he or she has over meeting these demands (CCOHS, 2017). Beer and Newman (1978), define occupational stress as "A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning."

2.2. OCCUPATIONAL STRESS MODELS

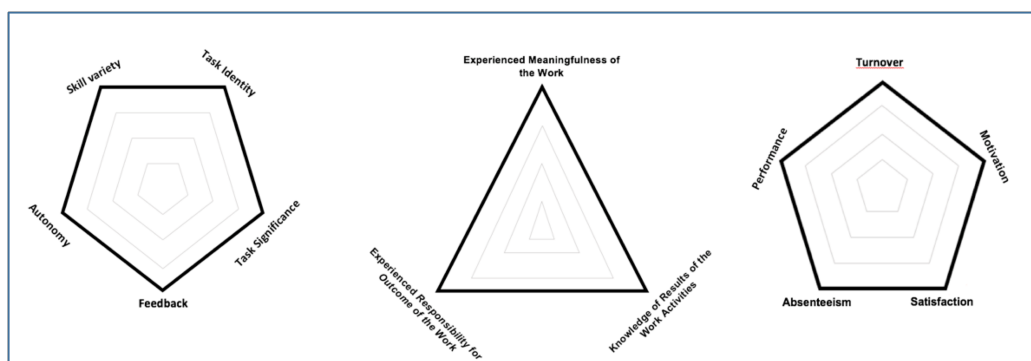
In conjunction with the previous definitions, occupational stress has also been addressed by a series of models and psychological theories that try to explain the phenomenon:

- **Person-Environment fit model:** This model defines the degree to which individual and environmental characteristics match (Robert D. Caplan, 1998).

The extent to which people fit their work environments has significant consequences (e.g., satisfaction, performance, stress, productivity, turnover), with better fit associated outcomes (Rounds & Tracey, 1990). On one side, the model considers that all individuals have a series of characteristics that include values, psychological and biological needs, knowledge, skill, and abilities (KSAs), personality traits or goals, amongst others. On the other side, it contemplates that the environment (e.g., work), will have vocational norms, job demands, job characteristics, organizational cultures, climates, and aims. The stress will be the result of the degree to which both match or not and how much that difference interferes.

- The **Job Characteristics Theory** Hackman and Oldham (1980). The premise of the theory is that job design affects motivation, work performance, and job satisfaction. The theory takes on five fundamental core job characteristics that cause three psychological states. *Skill variety*, *Task identity*, *Task significance*, *Autonomy*, and *Feedback* are the core characteristics, which set up the theoretical work frame. The combination and effects cause three critical psychological states: *Experienced Meaningfulness of the Work*, *Experienced Responsibility for Outcome of the Work* and the *Knowledge of Results of the Work Activities*. The work-related outcomes that are affected due to the interaction of the before mentioned factors include motivation, satisfaction, performance, absenteeism, and turnover. The overall result can be an improvement in these areas, which aim to be their results towards job enrichment.

Figure 2: Core Concepts



Source: Own elaboration

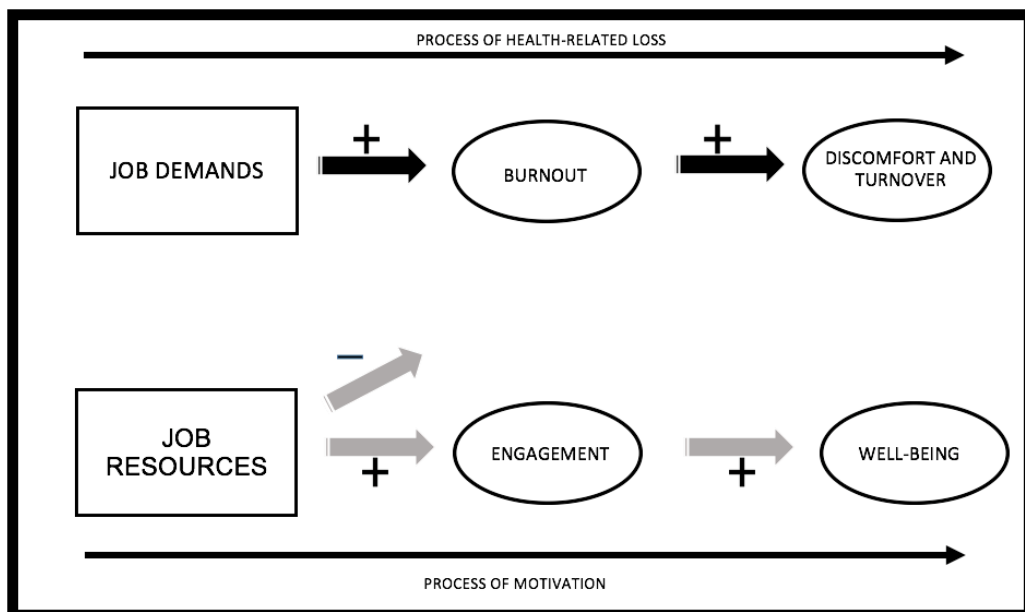
- The **Job Demands-Resources Model**. This model at first was developed by a research team led by Wilmar Schaufeli in the University of Utrecht. It served to

integrate and expand on a previous model called *demand-control*. The main idea of this model is that independently of the type of occupation, the many different characteristics of the environment can have consequences upon the workers' psycho-social health, and these can be divided into two categories: demands and resources (Bakker, Demerouti, De Boer and Schaufeli, 2003). The model defines the fundamental concepts as follows:

- **Job demand:** They are generally viewed as the negative elements. They refer to all the physical, physiological and social aspects that require workers physical and psychological effort, which are associated with their respective costs.
- **Job resources:** This category groups all those aspects that are functional to achieve work-related goals, the ones that reduce job demands and that foster growth and personal development (Bakker and Demerouti, 2007)

The model eases the method by which occupational stress can be studied and identified. In fact, it simplifies the application to the relationship between the demands and resources. This way, any organization can be studied given its different demands and resources based on the various positions present.

Figure 3: Psychosocial health dual process



Source: Schaufeli y Baker, 2004

Also, the second part of this model proposes that the balance between demands and resources evoke two different psychological processes: 1) health loss and 2)

the motivational process (Schaufeli and Bakker, 2004). As can be observed in figure 3, the process of health deterioration is triggered by constant job demands (stress factors), which eventually lead to chronic fatigue and burnout. The consequences of these are a lack of trust and engagement, absenteeism and turnover intentions. The contrary occurs when at the motivation process: the presence of job resources foster workers' motivations and stronger corporate culture. The result is more energy, dedication, and engagement, which reduces stress and factors such as turnover intentions.

Therefore, occupational stress can be understood as the many types of discrepancies that can occur between the worker (individual) and the organization (environment). Having individuals exposed for long periods of time in these conditions can lead to unpleasant situations, health problems, and a general loss-loss situation between both parties.

It is critical for all organizations and workers to work together and identify the causes and sources of occupational stress.

2.3. STRESSORS IDENTIFIED

When approaching occupational stress, one must not only understand what is the essence of stress but also discover and study the sources of it. Identifying stress at work is of no value if the origin is not discovered. This demonstrates the importance of studying the sources as well as comprehending the effects of stress on workers and its possible results.

Stressors are present in all areas and levels of the organization; they are the direct result of the interactions that take place. Addressing occupational stress by identifying its sources has become of great concern to modern organizations. Weinberg et al. highlight the relevance of this., (2010, p,76): "Since an understanding of the nature of stress is a vital part of an organizational approach to stress management, it is necessary to identify and measure the main sources of stress in the workplace." It becomes clear that the stressors are the agents or mechanisms that produce occupational stress. To be able to understand the sources, identification of stressors is needed to differentiate areas from which stress is emitted.

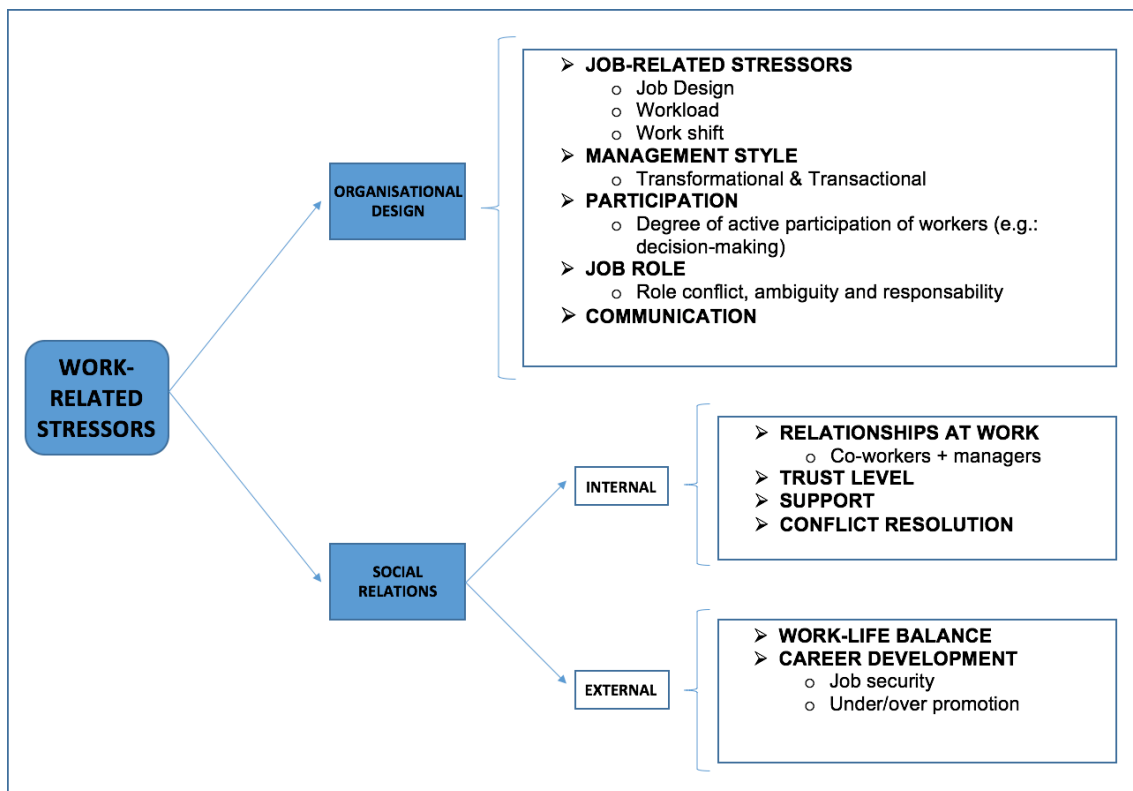
2.3.1 Identification of Stressors

The first step to address occupational stress starts by setting criteria for classifying the different stressors present. Many studies on occupational stress have accomplished this task. First, this work has done its initial classification based on an adaption of the stressors identified by Murphy, L. R. (1995), Weinberg et al. (2010), Mellor et al. (2013), Anwar et al. (2016).: (1) Job-Related Stressors, (2) Management Style, (3) Participation, (4) Job Role, (5) Communication, (6) Relationships at work, (7) Trust & Support, (8) Conflict Resolution, (9) Work-life balance, (10) Career development. These stressors are categorized into two groups: stressors based on the organizational design and stressors derived from the social relations (social interactions).

This classification is established on two observations:

- i. There are a series of stressors or elements which are part of the organization. They configure all aspects of the workplace. The workers interact with them but can not do much to change them. These stressors are variables of the company. (e.g., nature of production, job design, management style, etc.)
- ii. Stressors derived from social relations have a direct response and full interaction on behalf of the worker. The internal factors refer to all the relations that have to do with the organization (e.g., relationships with co-workers), and the external stressors are the ones not related with work but preferably with the worker (individual) itself.

Figure 4. Classification of work-related stressors

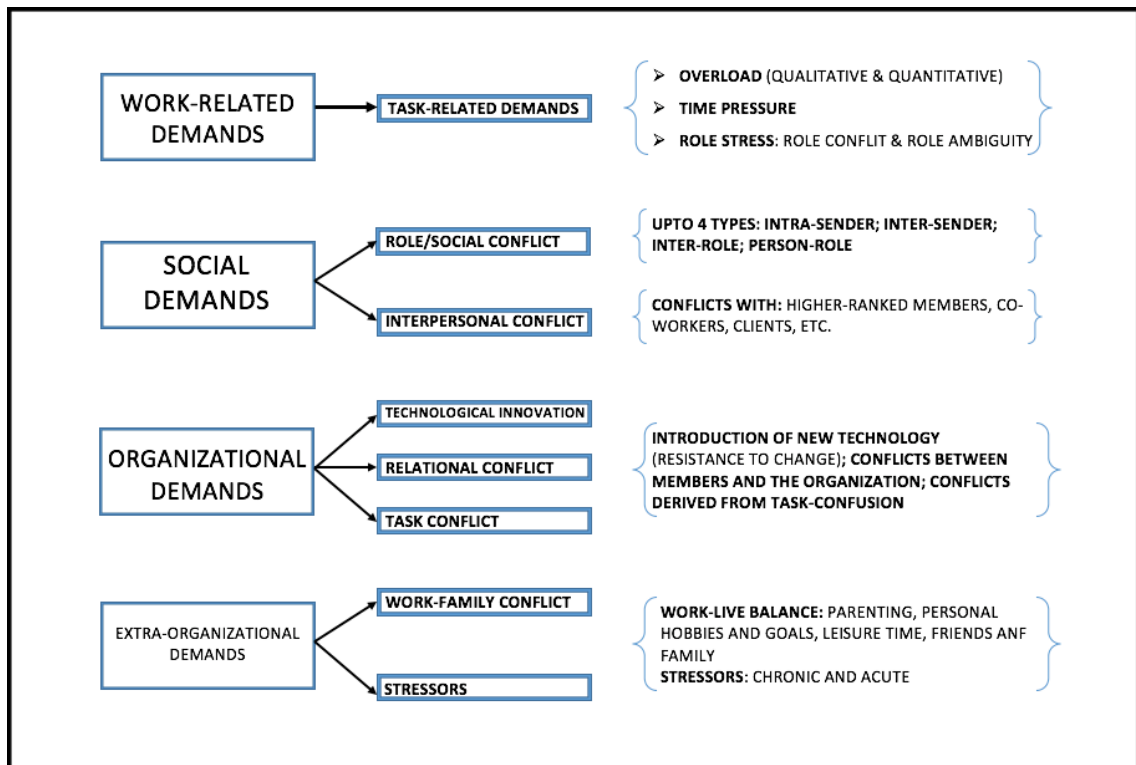


Source: Own elaboration

Furthermore, contrasting this classification (figure 4), with Schaufeli's Job Demand-Resource model, we obtain four demands (figure 5), that respond equally to both the social and organizational aspect of the problem. These demands, as seen earlier, are harmful, and when the worker is overexposed to these sources for a long time, the idea of leaving in pursuit of something better is a likely factor.

- ❖ Work demands
- ❖ Social demands
- ❖ Organizational demands
- ❖ Extra-organizational demands

Figure 5. Extraction of demands from JDR Model



Source: adapted from Shaufeli and own elaboration

The different demands depicted in figure 5 represent the multiple sources of stress detected earlier. These will be the stressors that, when exposed to for an extended period, health issues will arise, and workers will lead to burnout.

Therefore, this work will focus on those four groups of stressors, defining their parts and using them for the empirical case study in section 3 of this work.

Stressors derived from work-related demands: task demands

As can be observed in figure 5, the task-related demands all have their corresponding stressor. Their descriptions are as follow:

a. **Overload:**

- i. **Description:** Workload is the what the organization demands from its workers concerning tasks. Overload is when the worker is not able to cope with the organizations' demands. The concept of overload is directly linked to stress. A distinction is made between quantitative and qualitative overload. The subjective aspect of

workload can also turn into a negative stressor. Both overload and under load are potential sources of stress (Weinberg et al. 2010). Due to this, the relationship between workload, stress, and health can be set for optimal result. All these variables also have a direct impact on performance.

- ii. **Functionality:** When organizations demand workers to complete more tasks in the same amount of time, these individuals are confronted with the following options: focus on speeding up in the completion of tasks to meet demands or, take a deficit standing with their daily tasks, leaving part of their work undone. If the organization does not take action to adapt the workers' load to a position that benefits both worker and company, this initial overload will turn into a potent stressor. Prolonged exposure will trigger health issues, a decrease in performance, loss of interest, and more absenteeism. This usually happens when there is too much to do in the time allowed, pressure derived from unrealistic time and deadlines, spiralling production demands and responsibilities, etc. (Weinberg et al. 2010)

b. **Time Pressure:**

- i. **Description:** In the same category as the quantitative overload, time pressure is understood as the degree in which an individual, and or group perceives that the necessary time to complete one or more tasks is lower than the available time Salanova et al. (2009).
- ii. **Functionality:** Constant exposure to situations where workers are being submitted to time pressure in addition to quantitative overload will end up acting as a strong stressor. This stressor will cause anxiety in workers, nervousness, worsen performance, and quality (Salanova et al. (2009)).

Stressors derived from social demands

c. **Role-Stress:**

- i. **Description:** This is one of the significant demands produced by the organization. Salanova et al. (2009) affirm that there is enough

literature to distinguish the two versions of role-stress that arise when workers carry out their work-role: conflict and ambiguity. Role-conflict can adopt different types: task-related conflicts, relational or social conflicts, and even conflicts with the organization. Ambiguity, on the other hand, is the degree to which workers do not perceive with sufficient clarity the tasks and responsibilities that they must carry out.

- ii. **Functionality:** When workers have a hard time identifying their range of tasks, responsibilities, and expectancy, confusion could invade them. Not knowing what the tasks one must carry out may cause an uncomfortable situation. If exposed to this for long periods of time, tension, anxiety, emotional depletion, depression, fatigue, complaints, turnover intentions, and organizational resentment will arise as they are positively related to role-stress (Peiró, 1992)

d. **Interpersonal conflict:**

- i. **Description:** Considered as one of the most significant sources of stress, individuals who suffer from this affirm to have negative relationships at work. There are different types of interpersonal conflict given the multiple relations that an individual establishes at their workplace: conflicts with superiors, with co-workers, and with clients and suppliers.
- ii. **Functionality:** As mentioned before, there are three main aspects of the interpersonal conflict. Each one of them responds to different situations hence having multiple results:
 - 1. **Conflicts with superiors and co-workers:** being mistreated continuously by a higher-ranked worker will evolve into a chronic stressor. Rivalry and competition between workers can also trigger stress when trying to promote in the organization. With both stressors present, the term *mobbing* comes into play when there is a strong psychological aspect involved. The individual, victimized by its co-workers, undergoes psychological terror or even workplace harassment. This includes hostile behaviour, non-ethical actions and a systematic attack on whoever is suffering. Consequences of *mobbing* are positively related

to deterioration of moral and workplace environment, anxiety, depression, suicide, social isolation, and turnover amongst others. (Salanova et al. 2007)

2. **Conflicts with clients:** This is also a significant and relevant source of stress since workers must adopt the role that the organization expects them to while dealing with clients. This is seen, for example, in organizations that focus on customer-care, obliging workers to obey specific norms and conducts. The ongoing efforts by workers in the interaction with clients to face the emotional demands with the control of their demands is called *emotional work* (Gracia, Martínez, Salanova y Nogareda, 2007). In situations in which workers must show emotions different to those that are genuinely felt, emotional dissonance is produced. There are both adverse outcomes for the worker and the organization (Gracia et al., 2007).

Stressors derived from organizational demands

e. Technological Innovation

- i. **Description:** Change and evolution in organizations imply the proper resource planning and the introduction of distinct elements. Amongst all of these, technology plays a vital role in reaching out to all corners of the organization. It is considered the backbone for information processing in modern firms. Present in all areas, almost all workers, indistinctly of position, will find themselves interacting with some technology at their workplace at some point. An excellent example of this is the recent transition from the 20th to the 21st century, where the introduction of ICT in organizations was mandatory to survive and compete. The decision to adopt newer technology can be strategic, or to provoke change, though for the better of the organization. However, the impact it may have on workers and the organization itself must be measured.
- ii. **Functionality:** Individuals of the organization will have to deal with the changes that arise in matters of technology. Depending on their age, previous experience, participation in the decision-making (for the adoption of new technology), resistance to

change, and learning curves, these variables will determine in part the impact. Innovation or change turns into a stressor when resistance to evolve is confronted. One of the main issues in organizations that causes resistance to change, hence creating stress, is the lack of education on behalf of the organization. When workers are exposed continuously to change, high grades of doubt arise. Questions such as: "Will I be able to learn?", "Will it be too hard?", "Will I be able to keep up?" are some of the fears that invade workers, causing stress to them. If the organization does not aid workers through this process, not only they will have these fears, but also the organizational culture is sending a message of *ignorance* towards its members. All of these factors can end up causing chronic stress and pushing a worker towards considering other options.

f. Relational and Task-related conflict

- i. **Description:** Salanova et al., 2009, distinguish organizational conflicts from the rest conferring the origin of causes to be in the culture of the company. This way, the different understandings in addition to the confluence of other stressors generates these problematic conflicts. Task conflict depends more on the climate existent in the workplace.
- ii. **Functionality:** Depending again on the situation of the organization, its culture, values, and other contingency factors, these conflicts can turn into chronic stressors. Majorly, according to Guerra, Martínez, Munduate and Medina, (2005), it has been observed that in private service-orientated firms conflict has a positive result when there the environment and climate is orientated to achieving goals. Likewise, in public companies, the conflict is positive when a high grade of cooperation is present.

Stressors derived from extra-organizational demands

g. Work-Family Conflict:

- i. **Description:** Up until now, all of the demands that could produce stressors had their origin in the organization. These are different elements emerged either from the configuration of the firm or the

social relations in it. This category focuses on all those demands that are external to the organization but determine the individuals' behaviour and stress. The work-family balance is one of the most studied phenomena's in the workplace psychology. As Salanova et al. (2009) mention, the occupational well-being or stress will in workers be influenced by its status in its own life. Professional and personal development are also factors of importance in general well-being. Depending if an individuals work offers him/her the opportunity to grow, frustration caused by this can become a chronic stressor or not. As a result, turnover intention can rise.

- ii. **Functionality:** The works of these demands that provoke stressors have their origin in inter-role conflicts that lead to incompatibilities between work and family. This is that the different demands, generating pressures upon individuals, lead to situations where the lack of compatibility generates stress (Katz and Kahn, 1978).

2.4. Turnover intentions

Organisations are complex systems that require all of its parts to work. However, the sum of all parts will not guarantee cohesion and functionality. It is now in the 21st century that firms need to shape their teams carefully. The main reason behind this is the need of performing at optimal levels to survive. The key factors behind modern competitiveness are all the humans that form the different teams and groups that take part in any organization.

Globalisation is also responsible for the evolution of these factors. Ever since the average consumer has had full access to the internet and its purchasing freedom, markets have expanded relentlessly making it possible to buy products from far away which before was not. This has only added more competition to the current situation between organizations and markets.

The human team is what creates the added value contributing directly to competitiveness. Nonetheless, human teams are also systems which interact with an environment (the organization) and always evolves towards improvement.

Problems arise when members of a team are always changing. This hinders the natural evolution and growth of any team and system. The main reason is the constant adaptation to a new environment. Depending on the characteristics of the work and job, the learning curve and coping which a new worker must go through will be of absolute cost to the company. Because of this, organizations are aware of the initial investment they have to set for a worker to learn.

At the same time, the HR department of any organization will also have its strategy when it comes to designing its work teams. These strategies must be aligned with management and the whole organization.

The importance of choosing candidates correctly to work in an organization is only a small step in the final process. The same importance must be given to how the workplace and the different positions are designed. General satisfaction and comfort must be reached to retain workers in a pleasant environment.

Failure to achieve this can have many adverse outcomes: first, workers will be overexposed to structural stressors, leading them to health issues, burnout, and turnover. Second, while working, productivity, efficiency, and engagement will drop to unhealthy levels, causing more absenteeism and failures. Third, the reputation of the actual organization will fall losing its attractiveness for both future works and clients. Fourth, costs for training and hiring workers will spike since there is no stability, and in the worst case scenario, a firm can close. Therefore, importance must be shared and amongst all factors that determine human relations in the organization.

Time and experience are probably the essential elements that can contribute to a teams' excellence. This can only be achieved through stability at the workplace. Teams that are always breaking down and finding themselves in need to introduce new members will have a harder time achieving higher levels of engagement and compromise that those that do not. Furthermore, theoretical and empirical evidence report that willingness to leave is one of the strongest determinants and an immediate predecessor of turnover (Griffeth et al. 2000). All of this highlights the importance of studying turnover and its intentions in any organization.

Many authors have given their definition of turnover intentions. This work groups different points of view to adopt a global understanding of the concept: Tett and Meyer (1993) defined turnover intention as a conscious and deliberate willingness to leave the

organization. Sondhi et al., (2008), described turnover as one's propensity to depart the occupation that the worker is currently pursuing. Rehman (2012), states that turnover purely refers to the leaving phenomenon of workers of an organization. Perreira et al. (2018) consider that it is a measure of whether the individuals of an organization are thinking of leaving their current positions.

3. EMPIRICAL CASE STUDY

Introduction

The purpose of this empirical study is to carry out a quantitative and qualitative assessment of the current situation regarding how the present stress situation pushes towards turnover intentions in a Hotel. Its main propose is to measure the general turnover intentions of the sample, linking its cause to the stressors detailed previously in this work. With this information, this work pretends not only to measure the current situation but also to find the sources causing it.

For these reasons, this work sets a series of objectives, that when analyzed, will offer the information needed to develop the results. They are as follow:

- **Objective 1:** Compare in our sample if work-related stressors are positively related to turnover intention.
- **Objective 2:** Analyze which stressors have the most significant impact on turnover intention.
- **Objective 3:** Analyze the role played by variables such as age and seniority in relationships between stressors and the intentions to leave the company.

These are the guidelines that will try to give a reasonable answer to the turnover phenomena in this specific environment.

All employees of the organization, regardless of department, rank, condition or shift, will carry out this questionnaire to gather the information for the study.

3.1. Presentation of the hotel

The Villacarlos is a three-star hotel located in the city of Valencia. With excellent connections via public transport and cycling, many points of interest are accessible at short intervals of transport. Besides, Valencia is a flat city -ideal for cycling- and because of this, bicycle renting has become a favourite amongst tourist.

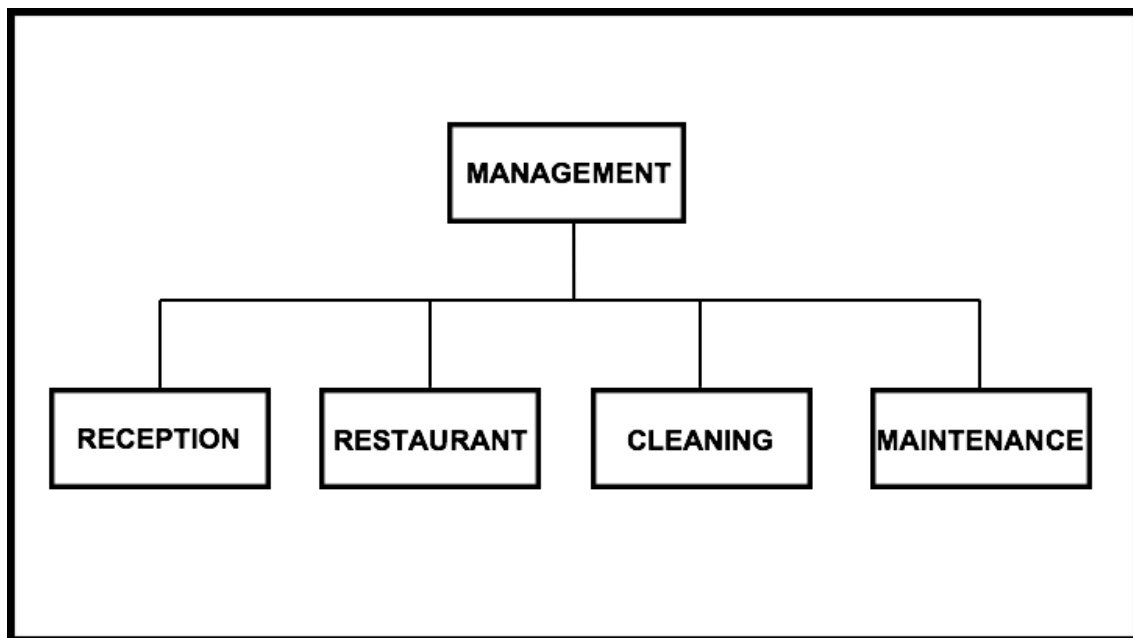
The Hotel offers a total of 52 rooms, which include singles, doubles, and premium. Buffet breakfast is also served on a daily basis. The reception is looked after 24 hours a day,

and it is also where clients can buy items from their beverage & mini-bar. Its current rating on the popular site booking.com is an eight-over ten.

Regarding the organization, the hotel has the following departments (figure 6):

- Management (Head Office)
- Reception
- Restaurant (Kitchen Team)
- Room & General Cleaning
- Maintenance

Figure 6. Department configuration



Source: own elaboration

Each department has a high grade of self-administration. There are a series of general rules set by Management, although in practice (bearing in mind these rules), each department sets their strategy on how work is going to be carried consulting collaboratively with all the affected departments to measure the possible impacts and estimate the probable outcomes. While central strategic decisions are discussed, other decisions, such as requiring extra workers due to a spike in demand, or changes in specific suppliers can be taken directly by the managers of each department. The rest of departments that are not shown in the previous have been externalized for optimal performance.

The hotel used to be part of a group before the year 2015. After that, a family took over the administration and management of the facility. Ever since, the hotel has improved in all its aspects, including a higher total number of workers per year.

Participating in a more prominent group or being part of a centralized organization grants certain perks, though it also means giving up autonomy and power when deciding over more critical and long-term strategic decisions. This can hinder growth, especially if opportunities that arise cannot be accepted due to company policy, whereas with more autonomy, decisions can be taken on the run without having to deal with tedious bureaucratic paperwork.

3.2. Why this selection?

First, the Hotel Villacarlos was chosen for this study since I fulfilled my internship at this location while developing this work. For the past three months, I have followed each department closely, socializing with each worker to gain a general perspective and insight on how the organization functions.

Second, according to the World Tourism Organization (2017), in 2016 Spain was the second most visited country concerning arrivals and receipts, making it one of the biggest industries in the country. Moreover, according to the Spanish National Statistics Institute (2018), the Valencian region alone has received over 7,7 million tourists in 2016 and 8,9 million in 2017. Known for its summer-related tourism and its beautiful beaches, peace, and harmony, tourism is one of the engines of our regional economy, having a significant impact on the labour market. This impact is translated into a higher rate of hiring and firing since the industry is based on the sun. During the summertime, lots of workers are hired in the worst of conditions for the minimum wage. This causes a high level of rotation in any business related to the tourism sector. Due to the hardness of the conditions, many workers leave their positions in short time, and only the most needed of resources will cope.

Third, the hotel sector is known for having a high grade of rotation between workers. The majority of companies in the accommodation business have a fixed staff, which usually responds to the minimum number of workers needed. This is done to adjust labour costs, following the rest. However, as mentioned earlier, production is not stable all year around. The sector is characterized by spiking production in the summertime. For

companies to adapt, they hire temporary staff to meet demand, hence serving all customers with their product: accommodation. The nature of the positions needed is mostly low-skilled with little to none qualification. At this level, the salary range is barely above the legally required, shifts tend to be extended, and in most cases, physical work is required (e.g., cleaning, kitchen, maintenance, etc.). Therefore, due to the hardness of conditions combined with low pay, workers end up leaving to work elsewhere.

Fourth and last, my perspective on the labour market has grown much in the past decade due to my constant activity. I have worked in many different sectors with different management styles, in domestic and foreign companies, giving me a series of references that I have found common in all my experiences. My experience in the labour market previous to the completion of my degree aided me through the process of learning. While comprehending and studying the multiple concepts throughout my program, my experience had already given me the real and practical perspective on these, allowing me to classify and understand the different experiences I had been through.

3.3. Questionnaire and methodology

To measure the hotels' stress and turnover intention at the hotel a questionnaire has been developed. The questions represent the different sources of stress present in the workplace, based on the classification previously generated in this work.

The test is made up of questions regarding the four main stressors highlighted earlier and the turnover intentions. All scores used are on a 1 to 5 Likert scale. The full version can be found in the annex.

PART 1: Work Demands

In this part, there are a total of ten questions that will measure the qualitative and quantitative overload present at the workers' position. The first five measure the subjective overload, referring to the work overload perceived by the worker. The second five, try to measure the actual workload, different than what they feel. These questions aim to measure whether or not the amount of work is a source of stress for workers at the hotel.

Table 1. Questionnaire Part 1: Work demands

A CONTINUACIÓN LE PEDIMOS QUE CONTESTE LAS SIGUIENTES PREGUNTAS SOBRE LO QUE SE LE EXIGE EN SU TRABAJO. DEMANDAS LABORALES: DE LA TAREA											
SOBRECARGA CUALITATIVA					SOBRECARGA CUANTITATIVA Y PRESION TEMPORAL						
P.1. En primer lugar le pedimos que valore su percepción de su carga o cuantía de trabajo. Usted debe valorar el grado de frecuencia, siendo el 1 NUNCA y el 5 SIEMPRE					P.2. A continuación le pedimos que valore la frecuencia de las siguientes preguntas, siendo el 1 POCO FRECUENTE y 5 MUY FRECUENTE						
1. Mi trabajo requiere que trabaje <i>muy duro</i>	1	2	3	4	5	1. ¿Con cuánta frecuencia hay <i>mucho</i> que hacer?	1	2	3	4	5
2. Mi trabajo requiere mucha concentración	1	2	3	4	5	2. ¿Con cuánta frecuencia cumplo mis tareas en el tiempo previsto?	1	2	3	4	5
3. Mi trabajo exige que recuerde muchas cosas	1	2	3	4	5	3. ¿Con cuánta frecuencia mi trabajo me exige que trabaje <i>muy rápido</i> ?	1	2	3	4	5
4. Mi trabajo me exige un gran esfuerzo físico	1	2	3	4	5	4. ¿Con cuánta frecuencia no me da tiempo de hacer mis tareas?	1	2	3	4	5
5. Mi trabajo me supone una gran carga emocional	1	2	3	4	5	5. ¿Con cuánta frecuencia me encuentro sobrecargado de trabajo y no puedo acabar todo en mi jornada?	1	2	3	4	5

Part 1.2: Role-related stress (Ambiguity and conflict)

In this section of the test, the stressor being measured is role ambiguity and conflict. These respond to situations in which workers have little idea of what to do, or what is expected from them. A high grade of confusion may also be present when highly exposed to this stressor.

Table 2. Questionnaire Part 2: Role stress

ESTRÉS DE ROL - AMBIGÜEDAD Y CONFLICTO					
P.3. Ahora le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y 5 MUY DE ACUERDO					
1. Conozco en todo momento mis tareas y responsabilidades	1	2	3	4	5
2. En todo momento conozco los objetivos que debo lograr	1	2	3	4	5
3. En todo momento sé lo que se espera de mi	1	2	3	4	5
4. En mi trabajo recibo ordenes contradictorias de mis mandos superiores	1	2	3	4	5
5. Pienso que podría hacer las tareas de una manera distinta y mejor	1	2	3	4	5

PART 3: Interpersonal conflict

The test here aims to measure the degree of agreement between workers when looking at their interpersonal conflicts. This section, unlike the previous ones, is part of the social demands, responding to conflicts between higher-ranked members, co-members, clients, and others.

Table 3. Questionnaire Part 3: Interpersonal conflict

CONFLICTO INTERPERSONAL					
P.4. Aquí le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO					
1. Existen problemas entre mi grupo/departamento y otros	1	2	3	4	5
2. Hay diferencia de opinión entre mis compañeros	1	2	3	4	5
3. Mis ideas son distintas que las de mis superiores	1	2	3	4	5
4. Mis superiores son muy críticos con mi trabajo	1	2	3	4	5
5. Hay escasa cooperación entre compañeros y departamentos en mi trabajo	1	2	3	4	5

PART 4: Technological and process innovation, conflicts and survival

Moving forward in this section of the questionnaire, the worker is asked to answer five questions depending again on his/her degree of agreement. This part corresponds to the stressors produced by organizational demands. Adaption to newer technologies is a process that usually all workers go through at least once in their life-time work-experience. However, depending on factors such as age, background skills, previous experience, and others, adaption to newer technology can become a stressor. This no-adaption to new technology is one of the many components that configure resistance to change. Therefore, this could be the stressor causing an intention to leave ones' job.

Table 4. Questionnaire Part 4. Organizational demands

INNOVACIÓN PROCESOS Y TECNOLOGÍA & CONFLICTOS Y SUPERVIVENCIA					
P.5. Ahora le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO					
1. Cambian con frecuencia la forma en que debo realizar mis tareas	1	2	3	4	5
2. Tengo que tratar con muchos entornos distintos en mi trabajo	1	2	3	4	5
3. Mi trabajo implica aprender tecnologías nuevas	1	2	3	4	5
4. En mi trabajo ocurren cambios con mucha frecuencia	1	2	3	4	5
5. Con frecuencia me encuentro haciendo distintas tareas	1	2	3	4	5

PART 5: Work-family conflicts

As we move towards the end of this questionnaire, this sections tries to measure how extra-organizational stressors can become a substantial reason regarding turnover intentions. The subject must answer the five questions on a scale based on his or her degree of agreement. These stressors respond to cases such as work-family conflicts, chronic and acute stressors. These are fundamental aspects to consider since the work-life balance has a significant influence on the workers overall well-being.

Table 5. Questionnaire Part 5: Extra-organizational demands

CONFLICTOS FAMILIA - TRABAJO					
P.6. A continuación le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO					
1. Hacer compatibles trabajo y hogar me resulta muy costoso y agobiante	1	2	3	4	5
2. Mi desarrollo profesional y laboral ha supuesto cierta falta de atención a mis responsabilidades familiares	1	2	3	4	5
3. Mi trabajo interfiere a menudo con mis responsabilidades familiares	1	2	3	4	5
4. Me cuesta concentrarme en mis tareas debido a problemas relacionados con casa	1	2	3	4	5
5. El trabajo no me permite hacer las actividades que me gustaría	1	2	3	4	5

PART 6: Turnover Intentions

While the previous four sections measured stressors, this part directly tries to measure a workers' turnover intention. This section corresponds to a test called the TIS-6, developed by Roodt (2004). Its reliability has been positively reported by Bothma and Roodt (2013). This is the 4th version of the test, and permission for use can be found in the annex.

Table 6. Questionnaire Part 6: Turnover Intentions

INTENCIONES DE DEJAR EL TRABAJO (TURNOVER INTENTION)							
P.7. A continuación le pedimos que conteste las siguientes preguntas teniendo en cuenta la escala de cada una							
1. ¿Con cuánta frecuencia has considerado dejar tu trabajo actual?	NUNCA	1	2	3	4	5	SIEMPRE
2. ¿Cuán satisfactorio es tu trabajo para satisfacer tus necesidades personales?	MUY SATISFACTORIO	1	2	3	4	5	MUY INSATISFACTORIO
3. ¿Con cuánta frecuencia te has frustrado porque no te han dado la oportunidad de lograr tus objetivos laborales personales?	NUNCA	1	2	3	4	5	TODO EL TIEMPO
4. ¿Con qué frecuencia sueña con conseguir otro trabajo que se adapte mejor a sus necesidades personales?	NUNCA	1	2	3	4	5	SIEMPRE
5. ¿Como de probable es que acepte otro trabajo con el mismo nivel de sueldo en caso de que se le ofrezca?	MUY IMPROBABLE	1	2	3	4	5	MUY PROBABLE
6. ¿Con qué frecuencia mira con ilusión hacia otro día de trabajo?	SIEMPRE	1	2	3	4	5	NUNCA

PART 7: Profile questions

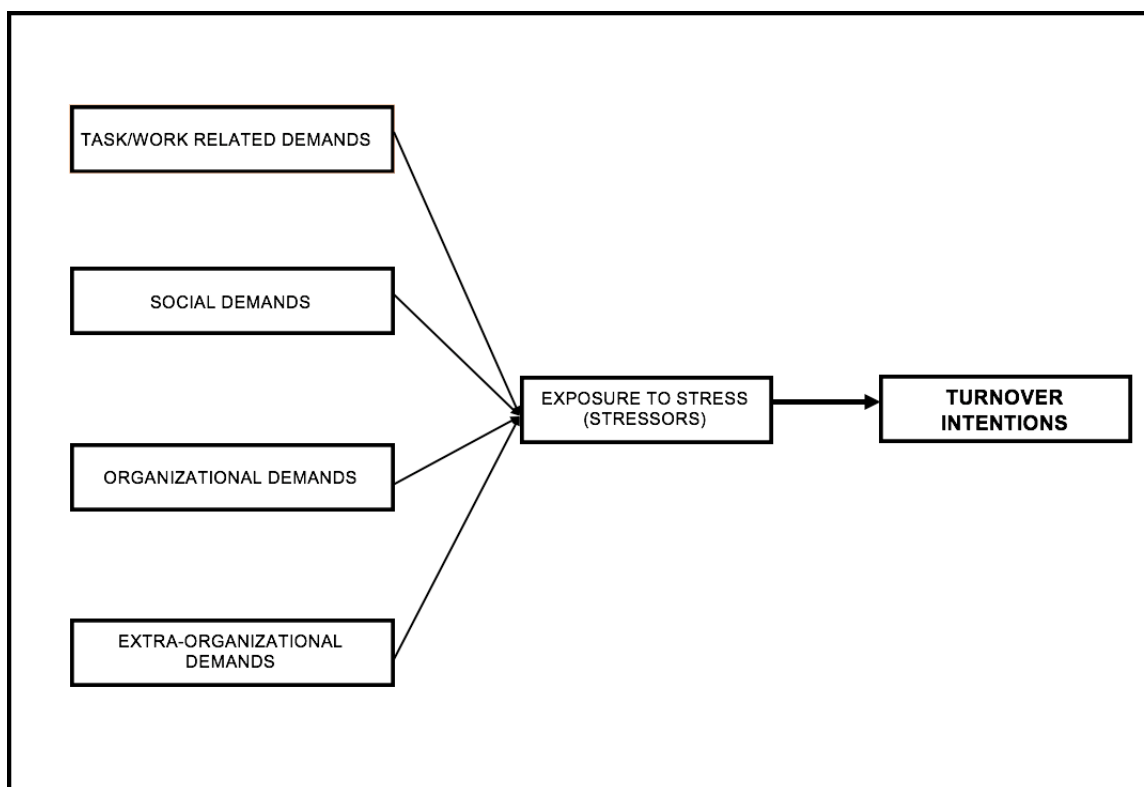
Finally, the questionnaire ends with four personal questions which will be useful for elaborating profiles. First, gender is asked, second, the worker must choose an age range and after they must state the total amount of time working at that hotel (e.g., months, years), and last, for those who have children, they must write how many they have in the different ranges depicted.

Table 7. Questionnaire Part 7: personal questions

I. Indique su género	M	V	IV. Si usted tiene hijos, por favor indique cuántos tiene de cada categoría basados en edad		
II. Indique el rango de su edad	1.	18 - 29	1. Menos de 4 años	Hijos:()	
	2.	30 - 49	2. De 4 a 12 años	Hijos:()	
	3.	49 - 59	3. De 13 a 18 años	Hijos:()	
	4.	59 +	4. 19+ años	Hijos:()	
III. ¿Cuánto tiempo lleva trabajando? ()					

Research Framework

Figure 7. Research Framework



Source: own elaboration

METHODOLOGY

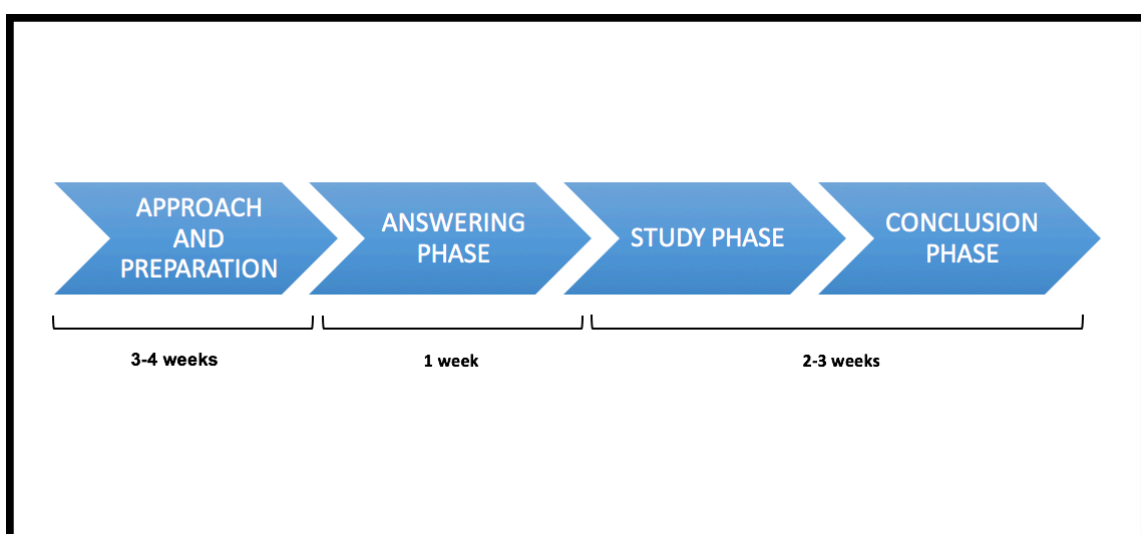
Procedure

The survey was handed out to all the workers of the hotel. This included part-time and full-time workers, as well as temporary workers. The first part of the study was dedicated to designing the questionnaire, which suffered many changes until it reached its final

version. The second part consisted of preparing the workplace and its members for the actual test. Here we distinguish three components:

1. **Approach and preparation:** In this phase, the main idea is to make all members aware that in a given time they would be asked to fill out a questionnaire. To do this, weeks before the answering phase, a few meetings will be conducted with the manager of the hotel, discussing the contents of the questionnaire. Also, contact will be made with all department managers informing them of the questionnaire and asking for help (participation). Finally, all the workers will be told about the test.
2. **Answering phase:** Here, the questionnaires are publically posted in the workplace next to a white envelope where workers are asked to deposit their finished tests. The total time given is a full week starting on a Friday. This is done for workers to be able to take home their tests and to reach out to all shifts. Once the given time comes to an end, the envelope will be collected for the next phase.
3. **Study phase:** This is the phase where the statistical calculations will be carried out. The actual measurements will be contrasted with the different objectives set. Once the information has been obtained, it will be ready for the final phase.
4. **Conclusion phase:** The procedure ends here with the conclusions obtained from the study written in the next section of this work.

Figure 8. Four-phase procedure



Source: own elaboration

DATA COLLECTION

For the realization of this study, a total of 30 workers have been surveyed. Since we have obtained results from all the existing and ex-workers, our sample is near to the population. Since the population is the Hotel, our sample represents approximately a 98% of the total population.

TECHNIQUES USED

To obtain results from the questionnaire the proper techniques must be used. Each objective requires a different method; below are the descriptions for each one. For the analysis of data SPSS and Microsoft Excel have been used to prepare and obtain results.

- **Objective 1: Correlation analysis:** Pearson-based correlation will be used to study the correlation between the five stressors and turnover intentions.
- **Objective 2: Regression:** Linear regression will be used to view and explain which stressors have a stronger impact explaining the variable Turnover Intentions.
- **Objective 3: ANOVA test:** This third objective is to contrast stressors and turnover intentions depending on the different characteristics presented by the sample.

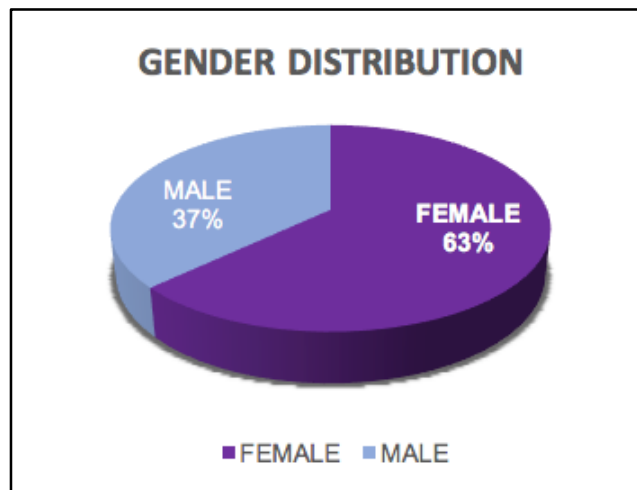
3.4. Results

3.4.1. Descriptive statistics

In this first section of the results, the descriptive statistics of the sample are presented. As mentioned earlier, it gathers all members of the hotel (contract & temporary).

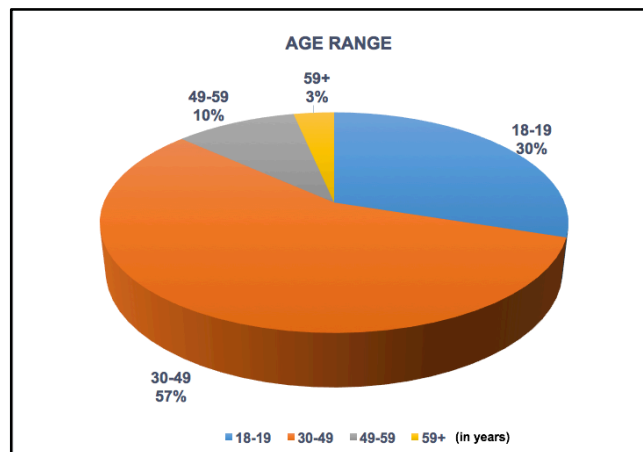
As can be observed in figure 9, the distribution of gender in our sample is 63% female and 37% male. In other words, out of the total of 30 individuals, 23 are women, and 7 are men. In figure 17 the different age ranges can be observed: it is important to highlight that 57% of the sample account for the 30-49-year-old range (figure 10).

Figure 9. Gender Distribution



Source: own elaboration

Figure 10. Age Range Distribution



Source: own elaboration

3.4.2. Objective 1. Correlation analysis

As mentioned earlier, the objective of this analysis is to figure out which stressors correlate with the turnover intentions.

In table 8 results for correlation analysis and significance can be seen. According to results, the only stressor that is positively correlated with turnover intentions is the interpersonal conflict stressor. It has a value of 0,646 with a significance of 0.00.

Table 8. Correlation table

CORRELATIONS		Qualitative.Overload	Quantitative.Overload	Role.Stress	Interpersonal.conflict	Org.Demands	Work.Family.Conflict
Turnover.Intentions	Correlation Coefficient	-0,49	-0,338	0,152	0,646**	0,281	0,247
	Sig. (2-tailed)	0,797	0,680	0,423	0,000	0,133	0,188

Source: own elaboration

3.4.3 Objective 2. Regression analysis

Multiple linear regression is used as an approach to explain which independent variables have a stronger influence on a given dependent variable. In other words, which stressors are accountable for explaining the turnover intentions score in this organization.

First, an initial model is estimated bearing in mind all the variables:

Turnover. Intentions

$$= \beta_0 + \beta_1 \cdot \text{Quant. Overload} + \beta_2 \cdot \text{Qual. Overload} + \beta_3 \cdot \text{Role. stress} + \beta_4 \cdot \text{Interper. conflict} + \beta_5 \cdot \text{Org. Demands} + \beta_6 \cdot \text{Family. conflict} + \mu$$

The different betas are estimated in table 10. The first column on the right gives us the significance of each one indicating if H_0 can be rejected.

Table 9. Coefficients estimated for Model #1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,749	,859		2,036	,053
	Qualitative.Overload	,017	,189	,016	,088	,930
	Quantitative.Overload	-,589	,219	-,449	-2,689	,013
	Role.Stress	,308	,170	,282	1,819	,082
	Interpersonal.conflict	,420	,136	,448	3,100	,005
	Org.Demands	,128	,092	,223	1,389	,178
	Work.Family.Conflict	,179	,108	,288	1,656	,111

a. Dependent Variable: Turnover.Intentions

Source: own elaboration

Very important also to highlight the R-square value of 0,572 in table 11.

Table 10. R-Square value for Model #1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,757 ^a	,572	,461	,46870

a. Predictors: (Constant), Work.Family.Conflict, Interpersonal.conflict, Role.Stress, Quantitative.Overload, Org.Demands, Qualitative.Overload

Source: own elaboration

To obtain a better prediction, two variables of the first model are eliminated, leaving the existing significant variables and adding *Work.Family.Conflict*.

The second model estimated is:

$$\text{Turnover.Intentions} = \beta_0 + \beta_1 \cdot \text{Quant.Overload} + \beta_2 \cdot \text{Interper.conflict} + \beta_3 \cdot \text{Family.conflict} + \mu$$

Once again, the betas for this second model are estimated in table 12. This time, all variables are significant, and all H_0 can be rejected in their respective test for significance.

Table 11. Coefficients estimated for Model #2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,646	,771		3,430	,002
	Quantitative.Overload	-,457	,204	-,348	-2,241	,034
	Interpersonal.conflict	,449	,139	,478	3,237	,003
	Work.Family.Conflict	,206	,094	,330	2,180	,038

a. Dependent Variable: Turnover.Intentions

Source: own elaboration

The estimated model results as follows:

[n=30, R²=0,452]

$$\begin{aligned} \widehat{\text{Turnover.Intentions}} &= 2,646 - 0,457(\text{Quantitative.Overload}) \\ &+ 0,449(\text{Interpersonal.conflict}) + 0,206(\text{Work.Family.Conflict}) \end{aligned}$$

The first coefficient indicates us that, ceteris paribus the rest, the default score for turnover intention in this organization is 2,646. The second coefficient is more interesting, with a negative value indicating that ceteris paribus, an increment of one point in this score would decrease turnover intention in 0,457 points. The effect is moderate and can respond to a high level of engagement on behalf of the employees. The *interpersonal conflict* coefficient has a positive value. The effect is moderate as well, with an increase of 0,449 points in the turnover intention score per each extra point in this score. With a significance of 0,003 workers of this organization value very much the atmosphere between co-workers. Last, the fourth coefficient concerns the work-family conflict. Its value is 0,206, which has a light effect on the final turnover intention score.

3.4.4 Objective 3. ANOVA test

The objectives that this work will try to answer in this third section concern all the questions regarding the existence of significant differences between turnover intentions and factors such as gender, age group and department. This way, we will acknowledge the peculiar differences between stressors and the above-mentioned factors. This will help us understand what is affecting who in our particular sample.

To obtain the proper results to objectives such as: "Are there differences between women and men for the same stressor?" or "Which age range is affected by what stressors?" this work will analyze the p-value of the ANOVA results. The null hypothesis in all objectives will be that there is equality of means (no difference between means), accepting this when the significance level is equal or greater than 0.05. In the same line, if the p-value is lower than 0.05, the null hypothesis will be rejected (significate difference)

Factor # 1: Gender

Table 12 examines the average scores for female and male individuals regarding the stressors and their turnover intention:

Table 12. Mean scores by gender

Category	Stressor	Gender	Average
WORK-RELATED DEMANDS	QUANTITATIVE OVERLOAD	FEMALE	3,5684
		MALE	3,3091
	QUALITATIVE OVERLOAD	FEMALE	3,3474
		MALE	3,2182
	ROLE STRESS	FEMALE	3,6421
		MALE	3,3636
SOCIAL DEMANDS	INTERPERSONAL CONFLICT	FEMALE	2,1895
		MALE	2,2364
ORGANIZATIONAL DEMANDS	TECHNOLOGICAL INNOVATION & CONFLICT	FEMALE	1,9474
		MALE	3,0727
EXTRA-ORGANIZATIONAL DEMANDS	WORK-FAMILY CONFLICT	FEMALE	2,0842
		MALE	2,3636
TURNOVER INTENTION	TIS-6	FEMALE	2,386
		MALE	2,9091

Source: own elaboration

At first glance, high average scores can be seen in both genders for all the work-related demands. This means that both genders of this organization consider that the organization is demanding more work than they can handle. It is also important to highlight that in all three stressors female scored higher, which may have to do with how the departments are configured. Interpersonal conflict seems to be almost identical for both genders, with 2,19 for women and 2,24 for men. Organizational demands have a wider gap between scores, with 1,95 for women and 3,07 for men. The last stressor has similar scores between genders, with an increment of 0,3 points of the male score over

the female score again. When looking at turnover intentions, the score for female individuals is 2,39 and 2,91 for the male. Male individuals show a higher degree of turnover intention. ANOVA analysis will give us further information on the significance of variables in table 13:

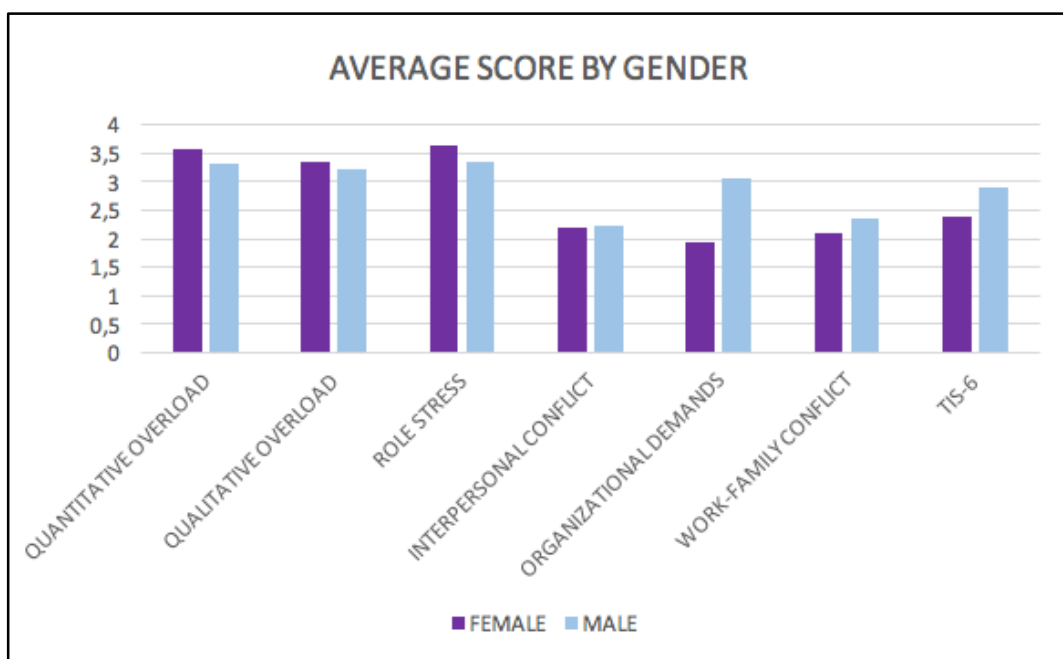
Table 13. ANOVA analysis of gender

ANOVA				
	Sum of squares	Root mean square	F	Sig.
Organizational Demands	8,823	8,823	9,187	0,005
Turnover Intentions	1,907	1,907	5,386	0,028

Source: own elaboration

In this case, for organizational demands, the level of significance is 0,005, which is lower than 0.05, implying that the null hypothesis must be rejected. In other words, there is a significant difference between the average scores for female and male individuals regarding organizational demands. The same happens with their respective score on the TIS-6 test for turnover intentions. The study finds that the significance of 0,028 is lower than 0,05, concluding that there are significant differences between the averages for the TIS-6 score between women and men. This confirms that male workers in this hotel have a higher intention of turnover.

Figure 11. Bar graph with the different mean scores by gender



Source: own elaboration

Factor: Age

The age range is divided into three categories. The first range is from 18 to 29 years of age, the second is from 30 to 49 years of age, and the last is 50 and above. In this ANOVA test, we are searching for statistically significant evidence that there are differences between the scores on the test and the age groups.

According to the different average scores for the three groups in table 14, the age group 50+ has the highest mean, whilst the 18-29 range has the lowest with 4,15 and 3,09 respectively. Also in the second stressor, the last age range has the highest mean (3,60) compared to the 18-29, which again has the lowest score (2,87). In the same line, individuals in the 50+ range have a higher score than the lower-aged workers.

Table 14. Stressor means per age group

AVERAGE	AGE RANGE	Qualitative Overload	Quantitative Overload	Role Stress	Interpersonal Conflict	Org. Demands	Work-Family Conflict	Turnover Intention
	18 - 29	3,09	2,87	3,51	2,51	2,44	1,93	2,81
30 - 49	3,52	3,46	3,47	2,09	2,40	2,20	2,48	
50 +	4,15	3,60	3,90	2,00	2,00	2,70	2,46	
TOTAL	3,47	3,30	3,54	2,21	2,36	2,19	2,58	

Source: own elaboration

In table 15 we can see the results of the ANOVA analysis. According to results, there are only two stressors that are significant at a 95% level of confidence. These are *quantitative* and *qualitative overload*; both part of the work-related demands.

Further investigation is carried out to find out which age range differs significantly from others. For this, an ex-post analysis is carried out through Tukey, Bonferroni and DMS.

The Tukey HSD results, which can be seen in table 17, are as follow:

- For the Qualitative Overload stressor, there were significant differences between age groups 1 and 3.
- For the stressor Quantitative Overload, there are significant differences between groups 1 and 2, and between groups 1 and 3.

Table 15. ANOVA analysis for age groups

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Qualitative.Overload	Between Groups	3,195	2	1,598	5,643	,009 *
	Within Groups	7,644	27	,283		
	Total	10,839	29			
Quantitative.Overload	Between Groups	2,479	2	1,239	7,638	,002 *
	Within Groups	4,381	27	,162		
	Total	6,860	29			
Role.Stress	Between Groups	,608	2	,304	,888	,423
	Within Groups	9,244	27	,342		
	Total	9,852	29			
Interpersonal.conflict	Between Groups	1,220	2	,610	1,353	,275
	Within Groups	12,178	27	,451		
	Total	13,399	29			
Org.Demands	Between Groups	,610	2	,305	,235	,793
	Within Groups	35,102	27	1,300		
	Total	35,712	29			
Work.Family.Conflict	Between Groups	1,635	2	,817	,765	,475
	Within Groups	28,840	27	1,068		
	Total	30,475	29			
Turnover.Intentions	Between Groups	,724	2	,362	,881	,426
	Within Groups	11,095	27	,411		
	Total	11,819	29			

Source: own elaboration

Table 16. Tukey HSD Post Analysis for age groups

QUALITATIVE OVERLOAD		TUKEY HSD				
18 to 29 yo	30 to 49 yo	-0,42876	50 + yo	18 to 28 yo	1,06111 *	
	50+ yo	-1,06111 *		30 to 49 yo	0,63235	
30 to 49 yo	18 to 29 yo	0,4276	50 + yo	18 to 28 yo	0,73333 *	
	50+ yo	-0,63235 *		30 to 49 yo	0,14118	

QUANTITATIVE OVERLOAD		TUKEY HSD				
18 to 29 yo	30 to 49 yo	-0,59216 *	50 + yo	18 to 28 yo	0,73333 *	
	50+ yo	-0,73333 *		30 to 49 yo	0,14118	
30 to 49 yo	18 to 29 yo	0,59216 *	50 + yo	18 to 28 yo	0,73333 *	
	50+ yo	-0,14118		30 to 49 yo	0,14118	

Source: own elaboration

These results show us that there are apparent differences in how individuals perceive their qualitative workload between those in the 18 to 28 yo range and workers in the 50+

range. In this same line, when looking at the stressor quantitative overload, there are significant differences between the groups 18 to 29 and 30 to 49 & 18 to 29 and 50+ years of age. In all cases, workers in the 18 to the 29-year-old range have a lower perception of work. Said in other words, older age groups perceive higher workloads than those younger.

Factor: Departments

The purpose of this part is to discover if the variables differ from one department to another. For this, analysis of variance is carried out with the means of all the stressors plus turnover intention. Additionally, an ex-post analysis will be carried out through Tukey, Bonferroni, and DMS, to find out what elements differ significantly from others.

First, in table 17, mean scores for all variables can be seen amongst the different departments. It should be noted that the cleaning department has the highest scores for the first three stressors, which all belong to work-related demands.

As can be seen in table 18, the only stressor with significance below 0.05 is *qualitative overload*. The highest mean for this stressor goes to the cleaning department with 4,45; the lowest corresponds to the reception with 3,09. The rest of scores do not have significant differences at a 95% confidence level. However, role stress and organizational demands are near to the significance level, with 0.065 and 0.068 respectively.

According to the Tukey HSD test shown in table 19, it can be seen that the cleaning department has a higher perception of their workload than the reception and restaurant departments.

These results indicate that all of the departments show similar levels of stress and turnover intention except for the qualitative overload stressor. In this case, the cleaning department reports higher perceived workload than the other departments in the hotel.

Table 17. Mean scores per department

AVERAGE	DEPARTMENT	Qualitative Overload	Quantitative Overload	Role Stress	Interpersonal conflict	Org. Demands	Work-family conflict	Turnover Intentions
	RECEPTION	3,09	3,17	3,43	2,14	2,54	2,69	2,79
	RESTAURANT	3,43	3,15	3,35	2,73	1,68	1,88	2,71
	CLEANING	4,45	3,65	4,10	1,95	2,00	2,20	2,33
	MANAGEMENT	3,47	3,00	3,07	2,00	3,67	2,60	2,44
	MAINTENANCE	3,33	2,93	4,07	2,27	2,27	1,80	3,28

Source: own elaboration

Table 18. ANOVA analysis by departments

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Qualitative.Overload	Between Groups	4,939	4	1,235	4,389	,010
	Within Groups	5,627	20	,281		
	Total	10,566	24			
Quantitative.Overload	Between Groups	1,167	4	,292	1,493	,242
	Within Groups	3,911	20	,196		
	Total	5,078	24			
Role.Stress	Between Groups	3,134	4	,783	2,635	,065
	Within Groups	5,948	20	,297		
	Total	9,082	24			
Interpersonal.conflict	Between Groups	2,381	4	,595	1,268	,315
	Within Groups	9,389	20	,469		
	Total	11,770	24			
Org.Demands	Between Groups	9,495	4	2,374	2,588	,068
	Within Groups	18,345	20	,917		
	Total	27,840	24			
Work.Family.Conflict	Between Groups	3,431	4	,858	,711	,594
	Within Groups	24,144	20	1,207		
	Total	27,574	24			
Turnover.Intentions	Between Groups	1,786	4	,447	1,295	,306
	Within Groups	6,896	20	,345		
	Total	8,682	24			

Source: own elaboration

Table 19. Tukey HSD Post-analysis for departments

QUALITATIVE OVERLOAD		TUKEY HSD			
RECEPTION	RESTAURANT	-0,3393	MANAGEMENT	RECEPTION	0,38095
	CLEANING	-1,3643 *		RESTAURANT	0,04167
	MANAGEMENT	-0,381		CLEANING	-0,9833
	MAINTENANCE	-0,2476		MAINTENANCE	0,13333
RESTAURANT	RECEPTION	0,3392	MAINTENANCE	RECEPTION	0,24762
	CLEANING	-1,025 *		RESTAURANT	-0,0917
	MANAGEMENT	-0,0417		CLEANING	-1,1167
	MAINTENANCE	0,9167		MANAGEMENT	-0,1333
CLEANING	RECEPTION	1,36429 *			
	RESTAURANT	1,025 *			
	MANAGEMENT	0,98333			
	MAINTENANCE	1,11667			

Source: own elaboration

3.4.5. Research findings and limitations

The results of the study are the actual turnover intention assessment of the hotel. Also, the study links the stressors held accountable for such intention. This is the most valuable information since it evaluates the current situation of the workplace.

In the first place, analyzing the descriptive statistics, we see that the majority of workers are in the 30 – 49-year-old range. Only 30% of the workers are under 30 years of age, and the rest are above 50.

When moving forward to analyzing the results for our first objective, only one of the stressors is positively correlated with turnover intentions. In this case, Interpersonal Conflict has a good correlation coefficient. This is the first stressor that our study has revealed, and which seems to be of much importance to the workers.

Further investigation to obtain answers for the second objective start with a regression analysis. With the first model, it was clear that not all stressors were statistically significant, so a second model was tested. This time, the three stressors selected (Quantitative overload, Interpersonal conflict, and family conflict) were significant. When observing the betas for the second model, curiously the variable *quantitative overload* had a negative value. This means that in this company, the more work there is, the lower turnover intentions are. Also, interpersonal conflict and work-family-related conflict have positive values.

Summarizing the results for the first two objectives, interpretation of these lead us to understand that in this specific hotel, negative beta values for quantitative overload could explain that workers feel that they are needed. This perspective shows committed and engaged workers, understanding that they will not let the company down. However, interpersonal conflict and the work-life balance are the two stressors that are of most importance to the individuals of this organization. They value and prioritize well-being and healthy social relationships. The work-family balance is also critical to workers. If optimal conditions are not met in these areas, workers will tend to leave.

The results of the third objective add more detail to the analysis. This section is broken down into three main factors:

First, when looking at the different means for all the stressors plus turnover intentions, all work-related demands have scored over 3,2. This is a clear signal that workers are highlighting the vast amount of work to be done. The analysis of variance indicated that *organizational demands* and *turnover intentions* are the two variables that had a significant difference between genders. In both cases, male individuals score higher. This could be because women are more flexible to change than men when it comes to technology and processes. However, female workers at the hotel scored lower than men when it came to the TIS-6 test. This lower intention to quit their job, bearing in mind the overload, may be due to the harsh conditions that women are faced to in the labour market. Lack of opportunities and lower pay could also hinder turnover intention. They value more the current situation rather than starting a search for a new job.

Second, when looking at the means for the three different age groups, analysis of variance indicates that both quantitative and qualitative overload have significant differences between groups. Ex-post results explain that the older groups perceive more work than the younger, and this could be since younger workers have more energy. Individuals in older age groups may already have children, a mortgage, additional job responsibilities that younger workers have not yet committed to. The matter here is that older workers cannot keep up naturally with the pace of work. Younger workers dispose of more energy that is not invested in other elements of their life. Besides, older workers may feel that their work is tedious.

Third and last, the means of the different departments are analyzed. In this case, the variable qualitative overload was significant, with further analysis pointing out that the cleaning department had the highest grade of work. This had already been mentioned;

the cleaning department works and suffers the most concerning overload and quantity. Time and quality are two components that potentially feed the stressors. A high grade of effectiveness (quality of cleanness) and efficiency (limited time) is required of these workers. Given the nature of their work, clients will not hesitate to complain in any case scenario where they could believe that tidiness is not up to their standards. Therefore, high pressure is exerted amongst workers, knowing the direct consequences of a poorly executed job. Further analysis confirmed that this higher grade of work was regarding the reception and restaurant department. It is clear that these two departments have a lower grade of overload. This is due to the nature of the tasks inherent to each department. None the less, all departments are equally important and necessary. It is important to highlight that, even though the cleaning department presented the highest score for work overload, amongst all departments it had the lowest turnover intention. Linking this last piece of information with its mean for interpersonal conflict, despite its high score for workload, a score of 1,95 indicates that this demand is not a source of stress. In other words, the cleaning department could present a high degree of group cohesion. A higher degree of welfare in a matter of their interest such as interpersonal conflict will have positive effects for staying in their current position.

Limitations

Our limitations started with the questionnaire. In its design, we had to develop a model which wasn't very extensive, and that could be answered in a reasonable amount of time. Also, concerning the profile questions, we could not distinguish between temporal, full-time or part-time workers. This was done in order to guarantee privacy.

In addition, the sample obtained represents approximately a 98% of the population. This is because all workers were surveyed. Therefore, in this case we can consider that the results apply to the entire population. However, the specific configuration of this hotel has not been studied to match the sectors. For this, these results can not be extrapolated to the entire sector.

Finally, the idea of carrying out an investigation to the Hotel, while completing my internship, set up a small and limited time-frame in which design, survey and recollection had to be done.

4. CONCLUSIONS AND FUTURE RECOMMENDATIONS

Work-related stress is one of the most relevant and reviewed topics in recent times. The study of its effects and consequences has become of great interest to enterprises, public health authorities, and individuals. There is no doubt on how destructive stress and work-related stress can be for both workers and organizations. One of its many outcomes is turnover intentions, knowing how existing workers feel about this is very important for firms. For this reason, many authors and studies have developed extensive literature regarding this field.

This work is a contribution to the existing field of study, and to summarize, it is composed of two main parts: a review of the literature and an empirical study.

In the first place, this paper reviews the modern concepts of stress, how it is understood, and separating the interactions between the individual and its environment. This idea is later expanded through additional literature regarding more specific work-related stress. It also goes over some of the actual definitions of work stress adding three theoretical models that try to explain stress at the workplace.

Second, classification of stressors is elaborated depending on their source: organizational, social or personal. This list is later crossed with the Demand-Resource Model, linking the stressors to the different types of demands present in the workplace. The objective here is to identify the different demands that are subject to a worker and connect them with the different stressors previously classified.

Third, a short review of the concepts concerning turnover intentions is introduced. This is done to later link the effects of stressors on a workers' intention of leaving.

At this point, the empirical study starts with the design of a questionnaire based on the previous classification of stressors. The objective here is to measure the actual level of perceived stress, with a final measurement of the actual turnover intention of a three-star Hotel in the City of Valencia. This information is later analyzed to assess the hotel and to identify the sources of stress causing it.

The hotel business is a rough environment for non-qualified workers. Job rotation is high, and pay is low. These conditions are not favourable for workers, causing high levels of stress and apparent intentions of turnover. The results from the empirical study have

shown us that, in this specific hotel, *qualitative* and *quantitative overload* are the most stressful demands. However, what causes workers to leave are the *interpersonal relations* and the *work-family imbalance*.

Contrary to logic, in this hotel, the amount of work is not pushing individuals towards quitting. Workers feel engaged despite the overload, and through healthy relations, bonds are formed. The result is a symbiotic environment where both parts (workers and organization) aim for a win-win situation, with the eternal goal of survival.

A good example is the cleaning department. Possibly carrying out the most stressful tasks of the entire hotel, individuals of this department show almost no intention to leave. Also, this same department showed very low signs of interpersonal conflict (1,95/5,00), which explains the functional relations in their group.

Both effects combined are a reasonable explanation for the relatively low scores obtained in the TIS-6. Since actual turnover intentions and actual turnover are highly correlative, the first is commonly used as a proxy (Fernet, Trépanier, Demers, & Austin, 2017). In this case, the workers of the Hotel Villacarlos express a global turnover intention of 2,58/5,00. This score indicates that there should be no worry regarding current turnover for this organization.

However, this score is also an indicator that some regions of the organization must be addressed. These results set the starting point for any change that is to be done. With further investigation, depending on the nature of the actions to be carried out, specific strategic plans can be developed for each corner of the organization.

Future lines of work

As for future actions, this work sees of great value the information obtained from the empirical study, due to this, it suggests the implementation of an improvement plan.

This plans mission would be to carry out actions (depicted below), based on the measurement of stress and turnover intention. Its vision would be to improve general well-being in the workplace continuously. The main guidelines of this plan shall always be designed according to the organizations' values and main strategy. This plan is an example of what could be done.

A simple continual improvement process serves as the base structure for this plan. Four parts would summarize it:

1. Identification of stressors and TI
2. Planning of actions (based on results).
3. Implementation and execution of actions (change).
4. Review and analysis of outcome.

The first part consists in conducting the survey that will report the existing situation of the organization regarding stress and turnover intention. The survey in this work is based on the stressors it found relevant. Since the test is modular, questions regarding other stressors can be added without compromising the rest. This is a way to study different sources of stress in different areas of the workplace. In following cycles, the new results will be compared to the previous to study change. The second part is based on setting the plans for the actions to be executed. These plans are sourced directly by the results of the previous part. Here is where on-going improvements will show their tendency. The third part is when the action starts: implementation and execution of the plans previously designed. Each action shall approach change in the appropriate manner. Fourth and last, observation and assessment of the impacts and results of the actions applied. Since problems will be encountered, this part sets a registry where experience is built up, and any issues will serve as a base for improvement.

This work has already completed the first part of this plan: identifying stressors and measuring turnover intentions. The second part consists of designing actions that will result in an improvement of the affected areas. This work suggests the following actions, according to the results in section 3.4.5.:

- I. High levels of overload are detected in the cleaning department. Although turnover intentions are not present, constant exposure to high loads of work could lead to fatigue and general discontent with its corresponding productive decline. Actions to be carried out are studying and understanding the effective workload in addition to the number of employees. Considerations such as hiring an extra worker, redistribution of tasks, salary raise, or by modifying the design of a process must always be taken with improvement in mind.
- II. Interpersonal relations are most valued when it comes to employee well-being. Most departments have a low score in this section, although the restaurant presents a score that needs further investigation. This must be done to

understand which elements are causing this score. Actions to be carried out are further surveys and or interviews with workers of this department to obtain more detailed results.

- III. Workers in older age groups present higher scores of both quantitative and qualitative work overload. This presents a dual problem: on one side, all workers in the 50+ age group could be having a hard time keeping up with their daily tasks. As seen in section 3.4.5, this can be due to several factors. On the other side, the vast majority of workers in the hotel are in the age group right below (30-49), which also have moderate scores. They are the present workers that in the future will be in the 50+ group. This means that the actual problems for the oldest group will be of concern to the second group in the future. All actions carried out here start by applying short-term improvements for the oldest workers, and strategic planning through the implementation of long-term improvements. Further actions shall be carried out if later tests keep showing the same symptoms for both groups. With future results (sourced from the on-going development of this plan), indicators will show if the actions carried out are effective. An immediate decrease in the 50+ group would show successful maneuvers; a downward trend in the 30-49 group would indicate that the proper actions are being taken for the resolution of this problem.
- IV. The results also suggest that male workers perceive organizational demands as a source of stress. Initial research indicates that there is some degree of resistance to change regarding new technology. Recommended actions, in this case, are to find out with more precision the exact issues, identify them and plan actions for improvement. If resistance to change by technological upgrade is confirmed, actions such as extra guidance, and preparation for change must be considered. If the organization plans to introduce new systems (e.g., computers, machinery, software, mobile devices, etc.), they will have to set up the proper guidance and previous education. Through an assisted program, those who are resisting change will be aided and guided towards change, by reducing fears of not adapting.

The third part of this plan would consist of the application of the actions detailed in the previous part. These details will be planned in a timeline, where all the actions will be introduced according to planned. Depending on the degree of change, more or less time will be needed and the total time for each action will be detailed in this timeline.

Finally, the last part would consist in observing the impact of each action there where it was applied. Reactions, problems, improvements, deterioration and others shall be documented through simple forms where this information is to be processed for future reference. This part of the system, next to first part of the second cycle, set the feedback mechanism of which the plan takes its next ideas. As long as the cycle is functional, this mechanism will enrich its knowledge of the organization and be more precise when needed to take actions.

These are only the general guidelines for a tool that could be useful to any small organization or HR department. Through simple means and observation, much harm can be avoided by knowing which stressors are affecting the workers of an organization. Comprehension and empathy are also crucial components to understand the aspects on how stress affects workers. Sources will differ from individual to individual, and because of this segmentation can be carried out depending on results. The organization itself will have to analyze all the environments, and how the workers interact with them.

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6. ANNEX

I. Questionnaire

CUESTIONARIO - ESTRÉS LABORAL E INTENCIÓN DE ABANDONO																				
SELECCIONA HOTEL: (A) (B)										DEPARTAMENTO: ()										
Buenos días/tardes. Agradecemos mucho su colaboración contestando a las preguntas que aparecen a continuación, cuyo objetivo es conocer su opinión acerca de su situación de estrés y sus intenciones de abandono en su lugar de trabajo habitual. Es una investigación realizada para un Proyecto Final de Grado de la titulación Dirección y Administración de Empresas de la Universitat Jaume I de Castelló. Respecto a la información que usted nos facilite le garantizamos una total confidencialidad y anonimato, al ser los datos tratados de un modo global y no individualmente. Por último, este estudio no tiene fines lucrativos sino meramente de investigación																				
A CONTINUACIÓN LE PEDIMOS QUE CONTESTE LAS SIGUIENTES PREGUNTAS SOBRE LO QUE SE LE EXIGE EN SU TRABAJO. DEMANDAS LABORALES: DE LA TAREA																				
SOBRECARGA CUALITATIVA										SOBRECARGA CUANTITATIVA Y PRESION TEMPORAL										
P.1. En primer lugar le pedimos que valore su percepción de su carga o cuantía de trabajo. Usted debe valorar el grado de frecuencia, siendo el 1 NUNCA y el 5 SIEMPRE										P.2. A continuación le pedimos que valore la frecuencia de las siguientes preguntas, siendo el 1 POCO FRECUENTE y 5 MUY FRECUENTE										
1. Mi trabajo requiere que trabaje <i>muy duro</i>	1	2	3	4	5	1. ¿Con cuánta frecuencia hay <i>mucho</i> que hacer?	1	2	3	4	5									
2. Mi trabajo requiere mucha concentración	1	2	3	4	5	2. ¿Con cuánta frecuencia cumplo mis tareas en el tiempo previsto?	1	2	3	4	5									
3. Mi trabajo exige que recuerde muchas cosas	1	2	3	4	5	3. ¿Con cuánta frecuencia mi trabajo me exige que trabaje <i>muy rápido</i> ?	1	2	3	4	5									
4. Mi trabajo me exige un gran esfuerzo físico	1	2	3	4	5	4. ¿Con cuánta frecuencia no me da tiempo de hacer mis tareas?	1	2	3	4	5									
5. Mi trabajo me supone una gran carga emocional	1	2	3	4	5	5. ¿Con cuánta frecuencia me encuentro sobrecargado de trabajo y no puedo acabar todo en mi jornada?	1	2	3	4	5									
ESTRÉS DE ROL - AMBIGÜEDAD Y CONFLICTO																				
P.3. Ahora le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y 5 MUY DE ACUERDO																				
1. Conozco en todo momento mis tareas y responsabilidades										1	2	3	4	5						
2. En todo momento conozco los objetivos que debo lograr										1	2	3	4	5						
3. En todo momento sé lo que se espera de mi										1	2	3	4	5						
4. En mi trabajo recibo ordenes contradictorias de mis mandos superiores										1	2	3	4	5						
5. Pienso que podría hacer las tareas de una manera distinta y mejor										1	2	3	4	5						
A CONTINUACIÓN LE PEDIMOS QUE CONTESTE LAS SIGUIENTES PREGUNTAS SOBRE SUS RELACIONES CON EL RESTO DE MIEMBROS DE SU TRABAJO. DEMANDAS SOCIALES: CONFLICTOS																				
CONFLICTO INTERPERSONAL																				
P.4. Aquí le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO																				
1. Existen problemas entre mi grupo/departamento y otros										1	2	3	4	5						
2. Hay diferencia de opinión entre mis compañeros										1	2	3	4	5						
3. Mis ideas son distintas que las de mis superiores										1	2	3	4	5						
4. Mis superiores son muy críticos con mi trabajo										1	2	3	4	5						
5. Hay escasa cooperación entre compañeros y departamentos en mi trabajo										1	2	3	4	5						
A CONTINUACIÓN LE PEDIMOS QUE CONTESTE LAS SIGUIENTES PREGUNTAS SOBRE LA EMPRESA EN LA QUE TRABAJA Y LO QUE EXIGE DE USTED. DEMANDAS ORGANIZACIONALES																				
INNOVACIÓN PROCESOS Y TECNOLOGÍA & CONFLICTOS Y SUPERVIVENCIA																				
P.5. Ahora le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO																				
1. Cambian con frecuencia la forma en que debo realizar mis tareas										1	2	3	4	5						
2. Tengo que tratar con muchos entornos distintos en mi trabajo										1	2	3	4	5						
3. Mi trabajo implica aprender tecnologías nuevas										1	2	3	4	5						
4. En mi trabajo ocurren cambios con mucha frecuencia										1	2	3	4	5						
5. Con frecuencia me encuentro haciendo distintas tareas										1	2	3	4	5						

A CONTINUACIÓN LE PEDIMOS QUE CONTESTE LAS SIGUIENTES PREGUNTAS SOBRE SUS RELACIONES FUERA DEL TRABAJO, CONFLICTOS EXTRA-ORGANIZACIONALES						
CONFLICTOS FAMILIA - TRABAJO						
P.6. A continuación le pedimos que muestre su grado de acuerdo con las siguientes afirmaciones, siendo el 1 MUY EN DESACUERDO y el 5 MUY DE ACUERDO						
1. Hacer compatibles trabajo y hogar me resulta muy costoso y agobiante	1	2	3	4	5	
2. Mi desarrollo profesional y laboral ha supuesto cierta falta de atención a mis responsabilidades familiares	1	2	3	4	5	
3. Mi trabajo interfiere a menudo con mis responsabilidades familiares	1	2	3	4	5	
4. Me cuesta concentrarme en mis tareas debido a problemas relacionados con casa	1	2	3	4	5	
5. El trabajo no me permite hacer las actividades que me gustaría	1	2	3	4	5	
AHORA, TENIENDO EN CUENTA SUS VALORACIONES PREVIAS, Y DADA SU SITUACIÓN ACTUAL, LE PEDIMOS POR FAVOR QUE RESPONDA A LAS SIGUIENTES PREGUNTAS CON TOTAL SINCERIDAD ACERCA DE SUS INTENCIONES DE DEJAR SU EMPLEO						
INTENCIONES DE DEJAR EL TRABAJO (TURNOVER INTENTION)						
P.7. A continuación le pedimos que conteste las siguientes preguntas teniendo en cuenta la escala de cada una						
1. ¿Con cuánta frecuencia has considerado dejar tu trabajo actual?	NUNCA	1	2	3	4	5 SIEMPRE
2. ¿Cuán satisfactorio es tu trabajo para satisfacer tus necesidades personales?	MUY SATISFACTORIO	1	2	3	4	5 MUY INSATISFACTORIO
3. ¿Con cuánta frecuencia te has frustrado porque no te han dado la oportunidad de lograr tus objetivos laborales personales?	NUNCA	1	2	3	4	5 TODO EL TIEMPO
4. ¿Con qué frecuencia sueña con conseguir otro trabajo que se adapte mejor a sus necesidades personales?	NUNCA	1	2	3	4	5 SIEMPRE
5. ¿Cómo de probable es que acepte otro trabajo con el mismo nivel de sueldo en caso de que se le ofrezca?	MUY IMPROBABLE	1	2	3	4	5 MUY PROBABLE
6. ¿Con qué frecuencia mira con ilusión hacia otro día de trabajo?	SIEMPRE	1	2	3	4	5 NUNCA
POR ÚLTIMO, LE AGRADECERÍAMOS QUE CONTESTASE UNAS PREGUNTAS DE CARÁCTER PERSONAL PARA ELABORAR UN PERFIL						
I. Indique su género		M	V	IV. Si usted tiene hijos, por favor indique cuántos tiene de cada categoría basados en edad		
II. Indique el rango de su edad		1. 18 - 29	1. Menos de 4 años		Hijos:()	
		2. 30 - 49	2. De 4 a 12 años		Hijos:()	
		3. 49 - 59	3. De 13 a 18 años		Hijos:()	
		4. 59 +	4. 19+ años		Hijos:()	
III. ¿Cuánto tiempo lleva trabajando? ()						
MUCHAS GRACIAS POR SU COLABORACIÓN.						

II. Access and Permission for TIS-6 (Roodt)



D S <lleial@gmail.com>

RE: Access and Permission to the TIS-6

1 message

Roodt, Gerhard <groodt@uj.ac.za>
To: Derek-Saeed Shahrsebi Soler <derek.soler@alumail.uji.es>

16 May 2018 at 17:26

Dear Derek

You are welcome to use the TIS!

For this purpose please find attached the longer 15-item version of the scale. The six items used for the TIS-6 are high-lighted. You may use any one of these two versions.

You are welcome to translate the scale if the need arises. I would like to propose the translate – back-translate method by using two different translators. First you translate from English into home language and then back from home language to English to see if you get to the original English wording.

This is the fourth version of the scale and it is no longer required to reverse score any items (on TIS-6). The total score can be calculated by merely adding the individual item scores. I would strongly recommend that you also conduct a CFA on the item scores to determine if any item scores should be reflected.

The only conditions for using the TIS is that you acknowledge authorship (Roodt, 2004) by conventional academic referencing. The TIS may not be used for commercial purposes.

I wish you the very best with your research project!

Best regards

Gert

Prof Gert Roodt

Dept Industrial Psychology & People Management

