

# The Influence of Leadership Skills and Mediating Roles of Job Satisfaction Towards Turnover Intention in the Hospitality Industry Hotel Sector in Perak

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DOI: <https://dx.doi.org/10.47772/IJRISS.2024.8110193>

Received: 05 November 2024; Accepted: 13 November 2024; Published: 17 December 2024

## BACKGROUND AND PURPOSE

The Malaysian labor market is always growing, and high turnover rates show that retaining employees is a tough challenge in hospitality industry especially in hotel sector. The study will focus to in one of the sector in hospitality industry which hotel sector. Hotel sector faces a challenge regarding leadership skills to control the turnover intention. According to Flint (2023), there is a different between leaders and manager whereby a manager's main job is to plan, organize, and oversee an organization's resources so that it can reach its goals. They're in charge of handling people, tools, and processes to make sure things run smoothly and quickly, while leadership is the act of inspiring and motivating individuals to accomplish a shared objective. The purpose of the study are, to examine the leadership skills influence employee turnover intention and to investigate the mediating roles of job satisfaction on the relationship towards skills of the leaders and employee turnover intention in hotel sector. This study aims to delve deeper into the influences of leadership skills on turnover intention in one of the hospitality industry which is hotel sector.

## Methodology

**Research Design :** The researcher's concept for this study is based on a link between leadership skills and turnover intention. As a result, a descriptive survey design is used because it is critical in describing and clarifying the group of people who can be used for future research in some situations. This study also employed a quantitative approach to gather and analyze numerical data. It may be used to identify patterns and averages, make predictions, test causal correlations, and extrapolate results to larger populations.

**Population:** The population for this study is all employees working in Malaysia's hotel sector. The population for this study is all employees working in Perak's hotel sector with a population size is 114,000 employees including managerial and non-managerial, both male and female employees (My Local Stats Perak, 2021). Hence, the sample frame of this study will be the hotel employees in Perak including managerial and non-managerial.

**Sample Size:** The sample size needed for this study is 384 since the population is 114,000.

**Sampling Technique:** The sampling technique for this research is convenience sampling, also known as accidental sampling. The researcher has sent a link to the online questionnaire to people on their cell phone's contact list as well as to those that they are familiar with in person.

## Contributions:

The study can identify effective leadership strategies. Implementing these strategies can enhance employee job satisfaction, engagement, and commitment, ultimately reducing turnover rates within hospitality organizations. Furthermore, effective leadership positively impacts employee morale, teamwork, and overall organizational climate. Researching this relationship can assist in developing leadership practices that foster a conducive work environment, leading to increased productivity and performance. In the competitive hospitality industry, organizations that retain skilled and experienced employees often outperform their rivals. Understanding how leadership affects turnover intention can enable companies to create a supportive and appealing work culture, attracting and retaining top talent, and thus gaining a competitive edge. Investigating the impact of leadership

skills on turnover intention can provide specific insights into the leadership qualities or behaviours that significantly influence employee retention. This information is invaluable for tailoring leadership training and development programs to create more effective and impactful leaders within the hospitality industry. However, high turnover rates can affect employees' well-being and job satisfaction negatively. By studying this relationship, organizations can create environments where employees feel valued, supported, and motivated, contributing to their overall job satisfaction and quality of work life.

**Keywords:** Leadership Skills, Turnover Intention, Job Satisfaction, Hospitality Industry

## INTRODUCTION

The hospitality industry, which is a service industry, plays a significant role in strengthening the economy of many nations with lovely tourist sites and in lowering the unemployment rate by creating job possibilities. Entertainment, travel, and leisure, whether domestic or worldwide, are part of the hospitality industry. There is one of sector in hospitality industry which hotel sector whereby it consists of subdivisions such as lodging service, food & beverage service, tourism, transportation, and events. These subdivisions often overlap and collaborate to create an overall guest experience.

However, according to Thi Do (2019), Industrial Revolution 4.0 found that intellectual stimulation skills hurt the employee's turnover intention. The researcher also concludes that two conditions encourage employees to leave the company: burnout and poor leadership.

As a result of the aforementioned causes, it is vital to comprehend the elements that influence employees to switch jobs in the hospitality industry. Additionally, there isn't much research that concentrates on the aim of leadership skills in the hospitality industry. This article sought to analyze the influence the leadership skills on turnover intention in the hospitality industry to fill these gaps. Previous studies sought to analyze leadership skills as less intrinsic either in terms of motivation, self-esteem, or self-efficiency that may affect the turnover intention towards the new generation in the hospitality sector to fill these gaps.

The gap is found in the literature to investigate the leadership skills effect of turnover intention. To the best researcher's knowledge in Malaysia, leadership skills concerning innovation have never been explored adequately, particularly in the hospitality industry. According to Gunawan and Thoha (2022), leadership skills positively impact employee turnover intention. Consequently, this study aims to delve deeper into the influences of leadership skills on turnover intention in the hotel sector in hospitality industry.

## LITERATURE REVIEW

### Turnover Intention

In a corporation or organization, turnover refers to the process through which employees depart and are replaced. If workers of a company or organization intend to quit their jobs or if they intend for that organization to fire personnel is determined by their turnover intention (Curtis, 2016). Similar to actual turnover, turnover intention can be either voluntary or involuntary. The involuntary turnover intention gauges whether the issue business intends to let an employee go, resulting in the turnover. This may occur if a company decides to terminate an employee because they are dissatisfied with his work output. Meanwhile, voluntary turnover happens when an employee makes his own decision whether to continue working or to quit his job. Since it may impact organizational performance, employee turnover has become one of the most crucial challenges for the majority of firms. According to Shah (2020), HR practices have a major impact on decreasing turnover intentions is the fact that HR practices have a considerable impact on turnover intentions.

According to Falahat and Liew (2019), staff turnover intentions are a major threat to commercial organizations due to their difficulty in day-to-day operations and the cost of hiring and training new personnel. Businesses are in constant search of ways to reduce turnover intentions among their employees. This is because turnover intentions make it difficult to carry forward operations and increase recruitment and training costs. There are a lot of factors that may lead to increasing turnover intention. According to Li (2019), job satisfaction is a

mediator role between workplace violence and turnover intention when workplace violence increases job satisfaction decreases and may impact the increasing turnover intention. According to Lun (2019), the millennial generation is the generation with the highest turnover rates. Based on previous studies, Jahya (2020) millennial generation is expecting developed careers because they are unskilled employees and they are more interested in improving their value and marketability, hence they intend to work at more places during their careers, which will affect the turnover rate in the organization. Other studies found the likelihood that millennial employees will quit their employer is positively correlated with their experience of workplace rudeness, thus when this behavior occurs frequently, millennial employees are more likely to consider leaving their employer (Yuniasanti and Hamzah, 2019). In the previous studies, by Hee and Rhung (2019), the researcher found that motivation helps with employee retention in Malaysia. However, there needs to be more research on job satisfaction as indirectly related to turnover intention.

No	Author	Objective	Result	Theoretical Framework
1	Harun, I. and Mahmood, R. (2021)	To examines how the influence of affective commitment contribute in buffering the impact of Work-Family Interface and work-family conflict on emotional exhaustion and turnover intention.	WFI stems from overtaxing demand from both work and the family sphere which can jeopardise a medical personnel's well-being, through enhanced emotional exhaustion and eventually leading to the intention to quit. This notion is vital as burnout among medical personnel may threaten the safety and quality of the healthcare services rendered to people. Relevant stakeholders should look into proper planning that highlights on WFI among medical doctors.	Conservation of Resources (COR) Theory
2	Meirina, I. et al. (2018)	To purpose of this study was to analyze the influence of the work environment towards turnover intention of 4-star hotel employees in Padang City.	Work environment has significant with employee turnover intention, because a bad working environment will increase the desire of employees to leave.	Social Exchange Theory
3	Samengon, H. et al. (2020)	To examine the turnover intention in a three-star hotel industry in Malaysia.	Organization commitment is a strong relationship towards Three Star Hotels while Job Stress & Job Satisfaction showed a weak relationship turnover intention among the three-star hotel staff in Kota Bharu, Kelantan.	Social Exchange Theory
4	Guzeller, C.O. and Celiker, N. (2019)	To reveal the relationship between organizational commitment and turnover intention in the tourism and hospitality	Negative relationship was found between organizational commitment and turnover intention. the scope of the tourism and hospitality industry, employees who fail to establish an emotional connection with the organization are more prone to leaving the organization	Herzberg Theory and Social Exchange Theory

5	Tan, K.-L. et al. (2020)	To investigate the effect of overwork (OW) and overtime (OT) on turnover intention (TI) as well as the moderating effect of incentives in the context of non-luxury hotels in an emerging market.	Well-being is indicated to OW and consistent to OT where it can increase their propensity of leaving the organization, which as a result can add unnecessary administrative cost and affect the efficient functioning of the hotels.	JD-R & Social Exchange Theory
6	Jaharuddin, N.S. and Zainol, L.N. (2019)	This study examines a holistic view of the link between WLB, job engagement and turnover intention.	Job Engagement & WLB is correlated to turnover intention. When both variables are greater, the turnover intention will be less. Companies with engaged employees and higher WLB have higher productivity, profitability, growth, customer satisfaction and employee retention due to reduced turnover and less intention to leave the company.	Social Exchange Theory
7	Falahat, M., Siew Kit, G. and Chin Min, L. (2019)	To examine the factors that affect employee turnover intention in the banking industry	Job satisfaction and job stress play an important role in the turnover intention. To enhance the job satisfaction, we need to enhance the working environment, job enrichment to reduce job and turnover intention	Herzberg Theory
8	Salama, W. et al. (2022)	To identify the effect of work stress and job burnout between employees' turnover intentions in Egyptian hotels.	Work stress meaningfully impacts the turnover intention of the employees directly and indirectly via job burnout	
9	Kerdpitak, C. and Jemsittiparsert, K. (2020)	To investigate the influence of workplace stress and work-life balance on turnover intention of the employees in the pharmaceutical industry of Thailand.	Findings showed that work-life balance and workplace stress significantly influence the turnover intention of the organization. While workplace stress is high among the employees in a particular company, the employee's intent to switch to other available jobs. When employees are not able to make work-life balance, they tend to leave the company and look for a new job.	Work Life Balance Model
10	Mullins, L.B., Charbonneau, E. and Riccucci, N.M. (2020)	To examine and find evidence that family status discrimination has some impact on employees' intention to leave the public service and can diminish satisfaction with work arrangements.	Family obligations may prevent job growth, which may be a kind of family obligations discrimination. Work-life balance is a predictor of key outcomes including work burnout, psychological suffering, and turnover intentions. Hence, concerns may arise if flexible working arrangements reduce public sector employees' dissatisfaction without also causing them to experience satisfaction.	Social Exchange Theory

## Leadership

Leadership has always encompassed diverse phenomena that call for an interdisciplinary perspective on social impact (Banks, 2022). According to Benmirand Agboola (2021) the traditional leadership theories, leaders have specific innate qualities and are born to lead the changing in emphasis away from the traits and behaviors of leaders and towards a more systemic viewpoint, concentrating on leadership as a collective social process emerging from the interplay of many elements. According to Alexendra Twin (2022), leadership directs a company and its workers. Employees must know where the company is headed and who to follow to reach the destination. Leadership involves showing workers how to perform their responsibilities effectively and regularly supervising and completing tasks. In addition to being enthusiastic about work, driven to gain new skills, and willing to pitch in when required in both individual and group tasks, leadership is also about providing a good example for employees to follow. It's a multifaceted, intricate process that is frequently interpreted differently by different individuals. Several popular perspectives on leadership include trait, ability, skill, behavior, connection, and process. (Rowe and Guerrero, 2018).

However, the concept of leadership has expanded beyond hierarchical structures to embrace leadership at various levels within an organization. This shift recognizes that leadership qualities can exist throughout an organization, not solely within formal leadership positions. The insufficient acknowledgment of the ethical and moral dimensions of leadership. True leadership involves not only achieving goals and driving results but also embodying integrity, ethical decision-making, and a commitment to social responsibility.

5	Nejati, (2020)	To investigate the simultaneous effect of ethical leadership (EL) and corporate social responsibility (CSR) on employees' turnover intention and examine the mediating	Ethical Leadership & Corporate Social Responsibility	We found that both EL and CSR were directly (negatively) related to employee TI. In addition, both EL and CSR were indirectly (negatively) related to TI through the mediating mechanism. Employees who work for socially responsible companies and ethical leaders are more satisfied and ultimately have fewer TI.	Social Exchange Theory
6	Gunawan and Thoha (2022)	The impact of leadership style on employee loyalty and turnover intention at PT Bank XYZ; investigating the most suitable leadership style to enhance employee loyalty and to reduce turnover intention at PT Bank XYZ;	Leadership style	The leadership style has a positive impact on employee turnover intention. Transformational leadership and democratic leadership styles were the most suitable leadership styles to enhance employee loyalty and turnover intention	Leader-Member exchange theory
7	Suifan (2020)	To explore the direct and indirect effects of ethical leadership on turnover intention in the banking industry in Jordan.	Ethical Leadership	Ethical leadership is indirectly impacted by turnover intention which to mediating mechanism. The more empowered employees are, the more satisfied and dedicated they are to their organization. The strengthening of self-determination, value, and self-efficacy weakens turnover intention.	Social Exchange Theory



8	Yasin (2020)	To investigate the extent to which ethical climate mediates between responsible leadership and employee turnover intention.	Responsible Leadership	Responsible leadership is significantly positively related to ethical climate. The positive relationship between responsible leadership and ethical climate concludes that responsible leadership creates an ethical climate and an ethical climate helps to reduce employee turnover.	CSR Theory
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### Leadership Skills

In the twenty-first century, successful leadership necessitates a complicated and wide range of skills, including, among others, the ability to drive corporate goals, work well with others, form productive teams, and be technologically savvy. According to Rhein (2021), leaders need leadership skills because they can inspire, encourage, and mentor people toward the accomplishment of a shared objective making leadership abilities crucial. Multifaceted abilities such as communication, problem-solving, decision-making, and conflict resolution are possessed by effective leaders. They are also capable of forging a future vision, formulating a plan of action to realize it, and inspiring their group to achieve success. Only strong leadership can enable an organization to reach its objectives, and team members may require inspiration and guidance. A leader needs to be able to speak honestly and freely (Padhy, 2022). Furthermore, it is various leadership skills such as communication skills, emotional intelligence skills, technology skills, decision-making skills & creativity skills. The researcher found an effort should be put into purging the organization of the managers who have the potential of toxic behavior and the methods of coping with those managers, who have these characteristics, should be determined. Bakkal, Serener & Myrvang, (2019). The success of any organization depends on its leadership. Employee behavior is greatly influenced by the leadership skills employed, and as a result, productivity is directly impacted by it. According to Naeem (2020), toxic leaders fail to provide such an environment and become a cause of stress for their employees. In addition, employees find it difficult to remain with a toxic leader, which increases their desire to quit their present position, where toxic leaders are associated with greater work suffering and turnover intentions.

Furthermore, the qualities and features that make a leader effective are known as their leader characteristics. Leaders use their actions to lead, influence, and steer the work of their team. there are a few primary types of behavior, employee-oriented and task-oriented behavior. Then came situational leadership, which claims that different situations require different leadership characteristics, therefore only the leader needs to make that style (Deshwal, Ashraf Ali & Mohd, 2020). At Ohio State University, the researcher finds that mentor or leader practices may offer direction, support, and advice while also assisting employees in better comprehending the complexity of the organizational environment (Windon, 2019). According to Guzmán (2020) in the 21<sup>st</sup> Century, in the context of I 4.0, leadership and skills are crucial factors to consider for the implementation of new technologies, as well as developing topics that still require further research. Previous research has identified several competencies that leaders should employ, including heterogeneity with subcategories of cohesiveness, dialogue, and communication with subcategories of self-leadership, empathy, and ability to listen; leadership of various profiles; confidence with subcategories of efficiency; and goals with subcategories of transmission capacity and identification with the group to inspire members and foster the emergence of innovative ideas that are directly linked to improved performance and impact. (Campos, 2022).

However, the development of leadership skills, especially in young talent, may be very effective and supportive of beneficial outcomes (Bates, 2020). The effectiveness of a leader's skills can boost workers' commitment to the company, their level of engagement with their leaders, and their likelihood of leaving. As a result, the employee who intends to leave the company should consider how they could interact with their leader since this could ultimately influence their decision. (Schaufeli, 2021). Leadership development is different depending on the organization however employers need to be aware whereby employees across the board are increasingly expected to make important decisions that are in line with business strategy and culture

due to the spread of collaborative problem-solving platforms and digital "adhocracies" that encourage individual initiative. Therefore, they must have the necessary technical, interpersonal, and communication abilities. (Moldoveanu and Narayandas, 2019).

Hence, since the generation is changing to be effective in guiding managers in actual organizational situations, the theories of leadership must be modified the researcher concludes the best leadership skills for managing Millennial workers and suggests the creation of a flexible leadership approach (Putriastuti and Stasi, 2019). The aforementioned studies on the relationship between leadership skills' mediating role and turnover intention antecedents in the hospitality industry.

No	Author	Objective	IV	Result	Theoretical Framework
1	Romão, S. et al. (2022)	Understanding of how leaders with coaching skills can affect an individual's turnover intention through the mediating role of happiness.	Leaders Coaching Skills	Leaders' coaching skills stimulate these workers' happiness in organizations. Leaders with coaching skills convey positive emotions to employees and this positive effect provides a motivated, happy, and committed work environment. Happy employees have less turnover intention.	
2	Bregenzer, A. et al. (2020)	Investigate the relationship between health-promoting leadership, the leaders' listening skills, job satisfaction, and turnover intention to get a clearer picture of the effects of different leadership behaviors on the employees' well-being.	Health-promoting leadership & listening skills	Active listening creates a feeling of being accepted and appreciated and supports a positive working environment. Listening skills and turnover intention were fully mediated by job satisfaction.	Social Identity of Leadership
3	Myra V. De Leon (2020).	To examine the differences in the employees' opinion of managerial communication, managerial support, and organizational culture difference relative to employee turnover.	Communication style, managerial support & organizational culture	The results on turnover intention imply that the employees consider finding other employment if there is low managerial communication, lack of managerial support, and strong organizational culture difference	Theory of relative standing
4	Yang, Y., Kuria, G.N. and Gu, D.-X. (2020)	The study explores how project managers effectively build trust through their communication styles to keep subordinates engaged and committed to work.	Communication style	Communication style positive significance to trust but trust negative significance to turnover intention. Without the efficient information flow between leaders and team members, the goal to build trust won't be achieved and project objectives won't be met. If trust is broken, the likelihood of turnover increases because of emotional tediousness.	social leader-member exchange theory

5	Majeed, N. and Jamshed, S. (2020)	To explore the influence of leader emotional intelligence on the working culture prevailing in teams that ultimately impacts nurses' intent to leave the job.	Emotional Intelligence	Emotional intelligence for nursing managers and leaders for creating a better working environment. Hence, leaders to concentrate on building emotional competencies as it is considered as one conceivable factor to reduce turnover intention.	Social Exchange Theory
6	Mustamil, N. and Najam, U. (2020)	This paper aims to investigate the impact of servant leadership on turnover intentions within the context of higher education institutions	Servant Leadership	to build a trustworthy relationship between leaders and followers, which would make them more motivated to work, and feel more confident and competent.	Conversation of resources
7	Rocha, S. (2018)	To investigate the cause of voluntary turnovers and the significance of a supervisor's style of leadership that contributes to overcoming these factors.	Leadership Skills	Creating an environment to increase organizational productivity and competitiveness while motivating employees to contribute to the achievement of common work goals helps decrease turnover in an organization.	Path goal leadership

### Communication Skills

Communication skills are defined as the ability to give and receive different types of information depending on your communication skills. The ability to communicate, effectively, and efficiently is very important and beneficial, even though these skills may be a regular part of your day-to-day work life (Northup, 2023). According to Coffelt, Grauman, and Smith (2019), there are several types of communication which are written, verbal, nonverbal, visual, and electrical. Some of the employers viewed written communication as different sorts of papers, a writing style, or a technique to spread messages. As employers highlighted the idea of execution, wherein workers were expected to be clear, comprehensive, and mechanically sound in their writing, written communication was also crucial. Verbal communication is the way that people communicate, participate in meetings, and present is how these employers most firmly envision oral communication. Authenticity in their interactions, professionalism, and ease of conversing with people were all important aspects of verbal communication style. These traits are all directly related to interpersonal communication. Next, visual communication utilized two distinct lines of thought. For example, employers translated the phrase visual communication to charts and graphs, what visual communication scholars refer to as data visualization. In other terms, visual communication can be defined as non-verbal communication because it captures the meaning of messages seen but not spoken. Lastly, electrical communication whereby the researcher defined text-based communication to be professional communication pedagogy is suggested by the multimodal features of other electronic modes.

According to Touloumakos, (2022), communication skills, can be defined as soft-skills in the workplace. The group of decontextualized actions that are used in diverse situations as communication skills will not be enough to distinguish them. According to this perspective, it is easiest to comprehend communication skills as contextual behaviors that the employer engages in when doing certain jobs. This researcher makes the case that participating in these practices meant not only influencing them but also comprehending all of their components. It is claimed that doing so gave practitioners the confidence to navigate communication encounters with ease while occupying various positions, pursuing various goals, and incorporating their experience and various forms of knowledge into their work.



Communication skills are important especially for Generation Z and Millennials because some crucial conversational conventions became unlearned by them. This involves learning how to interact respectfully with people, create connections, listen, ask questions, and comment in a way that is perceived as polite, especially with their leaders. However, in the technology era Gen Z comfortable using technology to communicate, even when the use of technology is not appropriate (Schroth,2019). Leadership conduct reflects a leader's thinking, which affects how they interact with their team. Consequently, the communication between a leader and an employee is greatly influenced by a leader's actions (Tourish, 2019). According to Fontes (2018), low relationship orientation is positively associated with an increased frequency of bullying and turnover intention. Furthermore, aggressive authoritarian communication that in most cases is direct, threatening, and scornful is categorized as bullying. However, to reduce bullying and turnover intention, managers should be urged to develop good communication skills with their employees.

Furthermore, according to De Leon (2020), the results found that low managerial communication can affect turnover intention and older employees revealed high turnover intention. Besides, strong cultural differences within the organization, poor managerial support, and misunderstanding all contribute to high turnover intentions. Older male workers with lower ranks who have worked for more than three years and who were formerly connected to a less populous area have a high turnover intention. In sum, fundamental human concerns like what will happen to the employees and other similar issues must be addressed in communication.

### **Emotional Intelligence (EQ) Skills**

Emotional Intelligence skills the ability to understand, regulate, and influence one's own emotions, as well as those of others, is referred to as emotional intelligence. Nevertheless, it was subsequently popularised by psychologist Daniel Goleman. Emotional intelligence is the ability to effectively and productively interact and communicate with others by recognizing, understanding, displaying, regulating, analyzing, and utilizing emotions. The capacity to perceive, interpret, and react to the emotions of others is just as important as the capacity to express and regulate one's own emotions (Kendra Cherry, 2023). Furthermore, EQ identifies emotions on a nonverbal level, uses emotions to guide cognitive thinking, understands the information emotions convey and the actions emotions generate, and regulates one's own emotions to include emotional self-awareness, self-regulation, social skills, empathy, and motivation (Resilient Educator, 2020).

According to Cherry (2018), there are five components in EQ self-awareness the ability to feel emotions, comprehend them, and be aware of how one's actions, feelings, and those of others affect others. Next, self-regulation involves adapting to change, dealing with disagreements, and being adaptable. Additionally, it refers to defusing challenging or uncomfortable circumstances and acknowledging the impact of one's actions on others and taking responsibility for them. Next, social skills, whereby it has positive social interactions. It entails using knowledge of our own emotions and those of others to communicate and engage with others daily. Next is empathy, which is understanding what other individuals are feeling. Lastly is motivation when an individual is driven to meet personal needs and goals, rather than being motivated by external rewards such as money, fame, and recognition. These five elements of emotional intelligence—self-awareness, self-regulation, social skills, empathy, and motivation—have been briefly described. For instance, a person with self-control and self-management will be able to recognize stress or other negative feelings, not panic, and handle them. As a result, they will be able to identify stress and anxiety in other people and, thanks to social management, will be able to offer the necessary assistance because the end goal is for everyone to be positive, resilient, and able to get through a challenging situation, whether it is referred to as a virus or something else. (Drigas and Papoutsis, 2020)

Emotional Intelligence is significant in the workplace because EQ is widely acknowledged as a key ability that enhances relationships, management, problem-solving, and communication at work (Kendra Cherry, 2022). In addition, leaders should take on roles that require them to develop their emotional intelligence quotient to be more empathic and to promote more engagement at work (Thompkins, 2023). However, if they lack emotional intelligence, it might have more serious repercussions, such as reduced employee engagement and a greater likelihood of attrition. (Laundry, 2019). According to Majeed and Jamshed (2020), emotionally intelligent leaders create a conducive culture for nursing teams to reduce turnover intention another point is Using emotional intelligence, leaders may address the issues facing the nursing staff and lessen their emotional stress

to decrease turnover. Moreover, according to Giao (2020), the concept of emotional intelligence was raised, along with an argument for its significance in lowering concerns of work-family conflict and job burnout, which in turn reduced the likelihood of turnover. Due to the significance of this problem, it is strongly advised to foster the growth of emotional intelligence and perceived organizational support to lower work-family conflict, job burnout, and intention to leave one's job. Thus, even if the concept of emotional intelligence may be universal, it is thought that cultural differences may exist in how leader express their emotional intelligence to reduce turnover intention.

## **Technology Skills**

Technology has advanced rapidly in the twenty-first century, changing how organizations work. Technology has had a significant impact on management, resulting in quicker, more cost-effective, and efficient company operations. According to Ayitey, (2023), in the management of the twenty-first century, technology has significantly changed how organizations run. Technology has had a significant impact on corporate operations, making them quicker, more efficient, and more affordable. Automation of tedious work, improved data management, improved employee and customer communication, and innovation in response to changing consumer demands have all been made possible by the use of technology by businesses.

Furthermore, technology expertise demonstrates the capacity to contribute to a work environment and aid an organization in achieving its objectives. Moreover, technology skills are the aptitude for using technology, notably computers. Additionally, technological skills encompass more than just software; they also include hardware and networks, which require the actual assembly of parts (Stebbins, 2023). According to Sen, (2021), in the report *Tech Skills Transformation: Navigating the Future of Work by 2025 and Beyond* they analyze how technical abilities are expected to change in the upcoming years across all work roles, even those that have historically not required them. The finding revealed technology skills are permeating every job role, regardless of industry or function whereby application developers and business app users are in high demand among 76% and 62% of organizations.

According to Oboloo Article (2023), due to technology's enhanced efficiency and simplified procedures, which might result in employee work satisfaction, staff turnover in the procurement sector has been significantly reduced. In addition, businesses may foster a culture where workers feel appreciated and inspired to be with the business for the long run by adopting new tools and technology while keeping an eye on employee wellbeing. However, technology is very helpful during COVID-19 whereby employees can work remotely especially the R&D team to decrease turnover intention. (Hong, Petsangsri, and Cui, 2021). However, according to Mahlasela and Chinyamurindi (2020), technology does not always produce beneficial results, as this study's findings demonstrate, and it sometimes causes turnover. A leadership and organization-focused intervention strategy is required concerning the use of technology on the job as well as the intended or unexpected job consequences. In addition, according to Parvati (2015), the use of information technology alters both the job duties and daily habits of employees. When workers dislike these changes, they view the newly introduced information technology as a root cause of such changes in a negative perspective, or vice versa. To minimize turnover intention, leaders must comprehend the necessity of effective technology deployment, organizational programs that enable the company to build staff members' good attitudes about technology, and positive employer-employee relationships. Some workers would feel insufficient due to the rate of technology development, which would increase their desire to quit for a position with fewer technological demands because they have to overcome technology overload (Rasool, Warraich and Sajid, 2022).

## **Job Satisfaction**

The positive emotional reaction you get from performing your task or being present at work is known as job satisfaction, which is an intangible measure. Nowadays, top businesses are attempting to gauge this emotion, with job satisfaction surveys quickly becoming standard in most offices. Job satisfaction is essential to reduce turnover intention, as a previous study by Fite and Lemi (2022) at Siinqee Bank Jimma District shows that job satisfaction with leader support can decrease turnover intention. Although subjective, job satisfaction research

(Kumari, 2011) has showcased that leadership can lead to job satisfaction by ensuring communication and task instruction are adequate and easily understood.

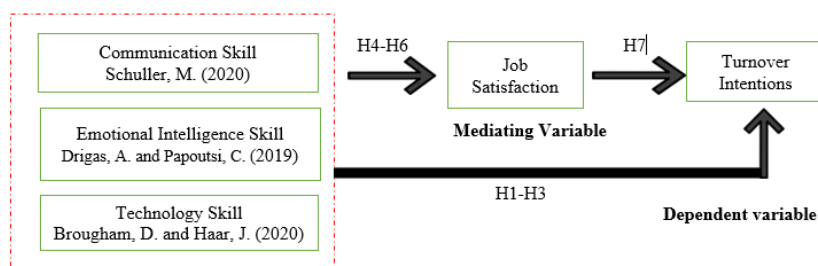
There are a few factors of work satisfaction. One of them is leadership. According to an article about micromanagement published by Forbes (2019), of those surveyed, ‘85% reported their morale was negatively impacted’ and ‘69% considered changing jobs due to micromanagement’. This shows how unnecessary pressure can profoundly affect your employee’s well-being and satisfaction. Managers are one of the first reasons for resignation, meaning leadership training is essential for developing a leadership style that breeds happy employees who are willing to work together.

Furthermore, a previous study by Terason, (2018) shows that leadership skills directly affect job satisfaction. As a result, a Thai fitness center is recommended to implement initiatives that will boost managerial staff members' organizational commitment and job satisfaction. At the same time, the staff members' leadership abilities should be strengthened to guide the facility more successfully in today's highly competitive, high-stakes sports sector. Hence, increased job satisfaction among employees may also reduce attrition, saving the company money by averting needless expenses related to financial and human resources loss (An, Meier, Kenneth, Ladenburg, Jacob & Neils, 2019). This is show strong leadership skills positively impact job satisfaction, which, in turn, reduces turnover intention. When leadership skills are high, they often contribute to a more satisfying work environment. Effective leaders can nurture a positive workplace culture, provide support and guidance, offer opportunities for growth, and encourage open communication. These aspects tend to elevate job satisfaction among employees. Therefore, by enhancing leadership skills that positively influence job satisfaction, organizations can indirectly mitigate turnover intention and retain their valuable workforce.

## CONCEPTUAL FRAMEWORK

Figure 1 above shows the relationship between communication, emotional intelligence and technology skills mediating job satisfaction towards turnover intention. The dependent variable of this study is turnover intention. Therefore, the researchers will focus on the hypotheses below.

- H1:** There is a negative significant relationship between communication skills and turnover intention.
- H2:** There is a negative significant relationship between emotional intelligence skills and turnover intention.
- H3:** There is a negative significant relationship between technology skills and turnover intention
- H4:** There is a positive significant relationship between communication skills and job satisfaction.
- H5:** There is a positive significant relationship between emotional intelligence skills and job satisfaction.
- H6:** There is a positive significant relationship between technology skills and job satisfaction.
- H7:** There is a negative significant relationship between job satisfaction and turnover intention.



Independent Variable

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## METHODOLOGY

This research implemented a quantitative research approach methodology to accumulate and analyze numerical data. It can be employed to detect patterns and averages, make predictions, test causal correlations, and extrapolate results to larger populations. In contrast, correlational research can determine whether two or more variables mentioned have a positive or negative association. In other words, the research design establishes the method for collecting and analyzing the necessary data, the methodologies to gather and analyze the data, and how all of this will be used to answer the study's question by Jilcha Sileyew (2020) which is to study how leadership skills affect turnover intention.

The population for this study is all employees working in Malaysia's hotel sector. The population for this study is all employees working in Perak's hotel sector with a population size is 114,000 employees including managerial and non-managerial, both male and female employees (My Local Stats Perak, 2021). Hence, the sample frame of this study will be the hotel employees in Perak including managerial and non-managerial. According to Krejcie and Morgan (1970) greatly simplified the size decision by providing a table that ensures a good decision model. The sample size needed for this study is 384 since the population is 114,000.

The sampling technique for this research is convenience sampling, also known as accidental sampling. This a method espoused by researchers where they collect market research data from a conveniently available pool of respondents. It is the most ordinarily used sampling technique as the situation is exceedingly swift, unsophisticated, and efficient. Convenience sampling enables researchers to rapidly and effortlessly collect data from subjects that are readily accessible. This research will conduct, using Google Forms will design and distribute to all employees in all-star rating hotels via WhatsApp and email to the employees on their cell phone contact list as well as to those that are familiar with in person or to the representative management. These are the most straightforward to be safe during the pandemic, and simple methods of identifying potential sources of primary data for this study. The questionnaire has several sections that include demographic data, such as age, gender, and status, and how the leadership impacts the intention to leave. After passing the days, the researcher will follow up with all employees who were chosen to answer the questionnaire. Then, the data required were shown in documentation and statistics.

Describes the procedures for analyzing the data acquired from the questionnaire in detail in the strategy for data analysis A question is posed by the researcher, and workers are encouraged to participate in the survey and provide answers to the questionnaire. Therefore, the study investigates by gathering the data and then analyzing it to conclude. The data for this study will be analyzed using SmartPLS 4.0.

## CONCLUSION

In conclusion, the existing literature on the influence of leadership skills on turnover intention with job satisfaction as a mediator in the hotel sector in Perak reveals several significant gaps that warrant further investigation.

First and foremost, research focusing on the mediating function of job satisfaction in the connection between leadership skills and the desire to leave the hospitality industry is needed especially in hotel sector. Even though there is a lot of data indicating a connection between leadership styles and the desire to leave, creating focused interventions requires a knowledge of the underlying processes by which leadership affects turnover through job satisfaction.

Furthermore, studies in this field must to take into account the distinct contextual elements of the hotel sector, including high levels of employee engagement, hectic work situations, and a varied workforce. In order to give useful insights, industry-specific research are required as these characteristics may influence the association between job satisfaction, turnover intention, and leadership.

Additionally, integrating workers' perspectives and experiences of job satisfaction and leadership via qualitative approaches can offer insightful information about the fundamental processes at work in the hotel sector.



Lastly, longitudinal studies tracking employees' experiences over time would offer more robust evidence regarding the causal relationships between leadership skills, job satisfaction, and turnover intention, allowing for a deeper understanding of how these factors evolve.

Filling these gaps in the literature would help to improve conceptual understanding and provide useful guidance to hospitality organizations looking to create leadership strategies that will help them retain talent and lower turnover rates, which will ultimately help the industry succeed and remain sustainable.

## ACKNOWLEDGEMENT

We would like to express our sincere gratitude to the International Joint Conference on Digitalisation of Sustainable Social Sciences (IJCDSS 2024) for providing us with the opportunity to present our research findings. We appreciate the organizing committee and reviewers for their diligent efforts in reviewing and selecting our paper for inclusion in this esteemed conference.

Furthermore, we acknowledge the contributions of all participants and attendees who engaged with our presentation and provided valuable feedback. Your input has been invaluable in furthering our understanding and refining our research.

Finally, we extend our heartfelt thanks to our families and loved ones for their unwavering encouragement and understanding during these endeavors. Their support has been a constant source of motivation.

## CONFLICT OF INTEREST

None declared.

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