

The Influence of Personality Traits on Employees' Turnover Intentions in the Hospitality and Tourism Industry: A Case of Bangkok, Thailand

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In human resource management, the employee turnover intention rate is an immense concern that is highly emphasised. Turnover intentions of employees is common for any industry, however employees in the hospitality industry are more prone to switch their jobs. Often, top management in the hospitality industry find it difficult to ascertain the specific reasons why employees leave their jobs. This study aims to examine the influence of personality traits on the turnover intentions of employees in the hospitality and tourism industries in Thailand. The study used quantitative research design to investigate the influence of personal traits on turnover intention. A systematic random technique was used to collect the information from hotel employees in Thailand. The target population of this study was low-level to mid-level employees in the hotel industry. A total of 340 usable questionnaires were collected from the respondents and used for further analysis. This study used SPSS 24 and PLS software, which are well-known analysis tools in social sciences. Findings shows that, agreeableness, conscientiousness, emotional stability, and openness significantly influences employees' turnover intentions in the Thai hospitality industry. However, one of the dimensions of personality traits that does not have a significant influence on turnover intention is extraversion. The discoveries of this study will contribute to the leaders of the hospitality industry, who are alarmed by high rates of employee turnover. Those concerned leaders may implement

strategies and policies in order to retain qualified employees and increase the profitability and performance of the organisation.

Key words: *Personality Traits, Turnover Intention, Hospitality Industry, Bangkok, Thailand.*

Introduction

Employee turnover threatens the effectiveness, and profitability performance of an organisation due to the loss of organisational resources (Gumussoy, 2016). Profitability and performance are well-documented fundamental factors that influence an organisation's performance (Han & Yoon, 2015). Organisational leaders must comprehend the causes that have negative potentials in order to influence the efficiency of an organisation (Qazi, Khalid, & Shafique, 2015). Leaders in the hospitality and tourism industry need policies and tactics to sustain a sufficient employee base and increase job satisfaction, motivation, employee engagement with the industry's working environment. Hospitality leaders often find it difficult to identify the root causes of employees leaving their positions. Although researchers, such as have explored various aspects of the workplace factors associated with leaders and colleagues as hospitality experts, several types of relationships with variables such as turnover in the hospitality workforce and employment environment require extensive and further study. Leaders in the hospitality industry can use employee turnover openings to apply strategies to reduce high employee turnover rates in the industry.

Problem and Purpose of the Study

Employee turnover worsens organisational profitability and performance, which leads to the loss of various assets and financial and intellectual resources. Over the course of 20 years, more than 25 million American workers have voluntarily left their jobs, with the average cost of replacing a worker involving raising annual wages from 25% to 500% (Bryant & Allen, 2013). The survey solved a widespread business problem, namely, that staff turnover compromises competitiveness and profitability in the hospitality sector. The issue of many businesses is that most leaders do not know the relationship between employee engagement, employee motivation, employee compensation, job satisfaction, work environment and employee turnover. Nowadays, the hospitality and tourism companies are active in a highly competitive environment and one of the most significant assets in these firms are the employees. They are vital and perform the procedures of the business as well as making decisions and implementing strategies to achieve the objectives of their organisations. As noted by (Ariyabuddhiphongs & Kahn, 2017), most companies are currently investing tremendously in acquiring talented employees and retaining them in the organisation. In

order to achieve a competitive advantage, retaining talented employees becomes one of the most important indicators.

Table 1: Thailand Labour Market Information (2015)

Total Population	65.12 Million
Labour Force (15-59 years old)	38.94 Million
Employed	38.49 Million
Unemployed	0.37 Million (1%)
Labour Force in Formal Sector	15.10 Million
Labour Force in Informal Sector	24.50 Million

Source: National and Economic Social Development Board

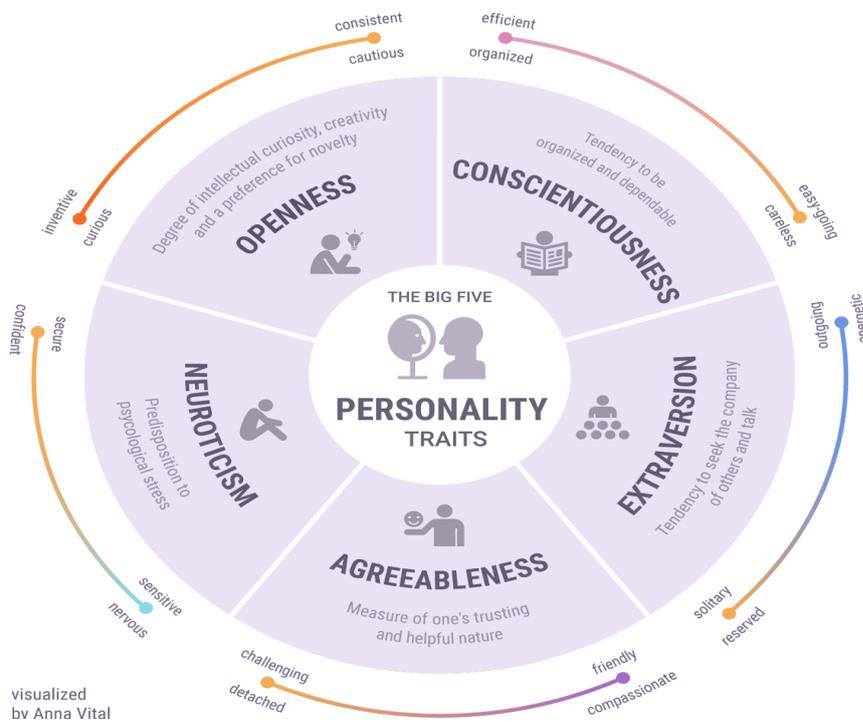
As shown in Table 1, Thailand has maintained its consistency as one of the least unemployed countries in the world. The unemployed rate in Thailand is only 1% of the total labour force. Therefore, job competition is less compared to other countries. Due to high job availability, employees tend to switch jobs more frequently.

Importantly, companies need employees to carry out their everyday activities. Yet, supervisors need to realise the attitudes of their employees to be productive for the company. In the human resource management area of research, a high turnover intention rate is a concern that is highly emphasised. Employee turnover is a serious problem for many companies around the world and is in line with the argument of (Akgunduz & Eryilmaz, 2018) who stated that turnover intention has been a major issue for organisations' managements for many years. According to (Loveland, Thompson, Lounsbury, & Gibson, 2016) "Intention to leave is conceptually defined as a conscious willingness to leave the organisation, which includes a thought or idea of leaving, the behaviour of searching for a new job, and the behaviour of deciding to leave the job".

The research population of this study consisted of low-level to mid-level hospitality workers in several hotels in Thailand. The outcome of the study may be important to leaders of the hospitality industry, who are alarmed by high rates of employee turnover; those concerned leaders may implement strategies and policies to retain qualified employees and increase the profitability and performance of the organisation. The results of this study will assist organisational leaders to identify and implement initiatives and plans, as well as potentially reduce employee turnover, thereby reducing unemployment, and business operating costs, and promoting positive social change by improving hospitality. Potential social benefits of applying the findings presented in this study include improving the job life experience, which can reduce stress and increase the potential income of employees who benefit from better business practices (Patwary, Roy, Hoque, & Khandakar, 2019).

Employees' personality traits are considered an important individual predictor of turnover intention. Most of the recent studies illustrate that personality influences the environments within which people reside and plays a vital role in choosing a state within which people attempt to stay in. Research found it to be directly connected to workers' output and it determined the amount of turnovers in a corporation. Additionally, personality traits impact both individual and organisational behaviour. (Baum, Kralj, Robinson, & Solnet, 2016) acknowledged that personality affects behaviour in the workplace. Recently, the personality traits of staff have attracted the keen interest of managements in worldwide organisations, due to the success addition and effect of personality definitions on organisational and individual aspects (Zopiatis, Theocharous, & Constanti, 2016).

Figure 1: Personality Traits Diagram



Source: (Paek, Schuckert, Kim, & Lee, 2015)

As shown in Figure 1, personality traits are a major factor for employees in the hotel industry. There are five factors in personality traits, which are: openness, conscientiousness, extraversion, agreeableness and neuroticism. However, this study will use emotional stability instead of neuroticism. Thus, in western countries, particularly in the USA, the studies and implementation of personality traits were progressively used in corporate companies and the finding of this research offers a significant orientation for the business community in their human resource strategies (Çelik, Dedeoğlu, & Inanir, 2015). In addition, in the turnover intention literature in Thailand, there are a few studies which have examined personality traits

as a predictor. Therefore, it is worthy to study these important individual factors affecting turnover intention in the Thailand context. This study aims to examine the influence of personality traits on turnover intention of employees in the hospitality and tourism industries in Thailand.

Literature Review

Employee Turnover Intention

Employee turnover and its proxy, turnover intention has been commonly observed by researchers as a form of withdrawal (Tan, 2015). The issue that needs to be clarified early is that there is a difference between turnover and turnover intention. Clearly it can be argued that turnover refers to the real turnover behaviour, which is the movement of employees to a new organisation (Noh, Kwon, Oh, & Ryou, 2016). Whereas the concept of intention to leave conceptually refers to “a conscious willingness to leave the organisation, which includes a thought or idea of leaving, the behaviour of searching for a new job, and the behaviour of deciding to leave the job” (Çelik, Dedeoğlu, & Inanir, 2015).

Various definitions and explanations of employee “turnover have been introduced by several researchers. Importantly, turnover has been defined as “the cessation of membership in an organisation by an individual who received monetary compensation from the organisation” (Tan, 2015). In addition, it can also be defined as “the movement of labour out of and into a working organisation” (Paek, Schuckert, Kim, & Lee, 2015). Simply put, turnover may be defined as when a worker leaves the company for any reason. According to (Gök, Akgündüz, & Alkan, 2017) turnover is a form of withdrawal behaviour among employees to separate from organisations. Turnover is best known as a situation of getting engaged and disengaged with an organisation.

The term “turnover” can be explained as referring to a situation in which someone leaves or cancels their working relationship with the organisation. Researchers formulate the employee turnover as a cycle employee replacement between jobs and organisations, as well as between employment and unemployment (Grobelna & Marciszewska, 2016). The most important integrated staff turnover model intention was developed by (Bryant & Allen, 2013). They explored the work turnover associated with factors that influence perceived aspirations and ease of workforce movement. Consequently, turnover studies in numerous contexts and the develop the turnover models (Akgunduz & Eryilmaz, 2018). (Zhao, 2016) developed an intermediate link model that attracted attention from several important sources. The model placed emphasis on business as a process and doubted the role of satisfaction as a direct precursor to business. (Wu, Shie, & Gordon, 2017) then expanded the model of employee turnover. Their revised model suggests that an intention to leave employment consists of four

main factors: (i) expectation of finding an attractive job, (ii) a positive expectation of the role in the future organisation, (iii) job satisfaction – dissatisfaction, and (iv) the expectation of non-work value and contingencies. (Yazicioğlu & Kızanlık, 2019) again formulated a simplified model of turnover factors. The authors used the term “determinant” in a general sense to describe any variable related to employee turnover, which may be direct, indirect, causal or correlational. Organisational variables, the external economy, work and other personal variables, in addition to the variety of work, were used as determining factors.

(Holtom & Burch, 2016) added their integrated process model of turnover to the literature. They studied previous investigations into employee turnover and included performing work on the process turnover. (Song, Chon, Ding, & Gu, 2015) studied turnover using meta-analysis models. However, most of what is considered to be a turnover model is concerned with four sources of influence. The four factors are: (i) the work-related attitude (push factor), (ii) environmental factors (pull factor), (iii) individual characteristic factors, and (iv) job performance factors. Thus, it can be seen that factors and correlations of employee turnover were investigated from different points of view. Researchers have added several consistent variables to the turnover. In the past, many systems have been used to classify turnover. For instance, one system that is often used is the dichotomy of voluntary versus involuntary turnover that focuses on an employee’s intention to turnover.

An employee who pledges his departure from the organisation must engage in voluntary turnover, while compulsory cases mean the action, death or mandatory retirement initiated by the organisation. A turnover may take different forms. It can be voluntary or involuntary, functional or dysfunctional, avoidable or inevitable. A voluntary turnover is where an employee leaves an organisation based on individual independent choice, for a number of possible reasons: lower wages, better job opportunities elsewhere or job dissatisfaction, while a forced staff turnover takes effect when the organisation dismisses an employee. Decisions lead to poor performance or a financial crisis. (Akgunduz & Eryilmaz, 2018) stated that voluntary turnover can be called “avoidable”, and involuntary turnover is called “unavoidable turnover”. Nevertheless, most research has focused on voluntary and involuntary turnover. According to (Islam & Patwary, 2013), voluntary turnover is the movement of an employee across the membership boundary of the organisation.

This voluntary nature of turnover is detrimental to the organisation especially when talented employees leave. This is also called dysfunctional turnover. It is dysfunctional because it affects an organisation’s usual activities and damages an organisation’s benefits. As stated by (Yen, Yeh, & Lin, 2016), with the constancy of turnover issues in various industries, efforts to find out the root causes for this crisis are continuous, especially since job turnover is a big concern in many organisations around the world. The primary literature on the behaviour of turnover states that the process of ending the relationship with employers/organisations is

initiated by the employees when they have the willingness to do so, and in this case, they should have perceived readiness for this movement. This expected willingness of cessation of employee-employer relationship is identified as turnover intention.

(Buama, 2019) argued that any employee that plans to leave an organisation implies an intent to bias, which is considered a direct precursor of the actual behaviour to leave. (Bellou, Stylos, & Rahimi, 2018) stated that the psychological variable of the tendency to quit a job is turnover intention which is strictly linked to turnover. Quit intentions are defined as an individual's subjective probability "that they are permanently leaving their employer in the near future and captured the last in a series of withdrawal cognitions that also included thoughts about quitting and the search for alternative employment" (Zopiatis, Theocharous, & Constanti, 2016). Likewise, (Liu & Wohlsdorf Arendt, 2016) argued that intention to quit is related to an employee's probable possibility to leave his/her organisation at a near point in the future. From a theoretical perspective, and the theory of reasoned action, the beliefs-attitude-behavioural intention model well explained the establishment of turnover intention.

According to this theory, a person's intention consists of two basic elements: one reflects social influence, and another is personal in nature. In this regard, researchers stated that turnover intention encompasses a series of practices, comprising thinking of quitting, intentions to search and intention to quit (Noh et al., 2016). Therefore, in order to control the actual turnover behaviour, the organisation should be developing a proactive measurement through the awareness of intention to leave by its employees. Additionally, an individual's intention is considered a precursor to future behaviour. (Sohn, 2017) further found that there is a significant positive association between intention to leave and the actual turnover behaviour. Hence, turnover intention is a direct indication of the actual turnover behaviour. The consideration of turnover intention as a predictor of turnover is generally recognised in the literature.

Personality Traits (PT)

Personality traits refer to the different tendencies of an individual that demonstrate stable patterns of opinions, feelings and actions. Personality traits are concerned with human characteristics which incorporate cognitive, social and biological factors that make a person different from others. (Giffen, 2015) defined personality as assured, attitudinal, social, experimental, emotional, and includes the styles of motive that explain behaviours which are operating in different directions. Personality is "an individual's characteristic patterns of thought, emotion, and behaviour, together with the psychological mechanisms hidden or not behind those patterns" (Giffen, 2015). Moreover, personality is an aspect of human life that allows us to predict how a person behaves in certain conditions and modes. It can be stated that, personality traits relate to stable characteristics over time, the justification given for

individual's behaviour, and these traits are psychological in nature. These traits reflect who we are and control our emotional, interactive, and thinking styles. Personality and its importance in many aspects of life is certainly not a new theme. Many meta-analyses supporting the construction and predictive validity of various personality dimensions confirmed personality measures to be more valid than had been earlier believed.

Personality has an influence on personal -behaviour and the security of organisations. In recent years, one of the reasons that caused high-level management within organisations to take the personality traits of staff more seriously is the successful integration of personality definitions. Early researchers have already argued that personality traits can influence a lot of negative emotional patterns of behaviour, including fear, anxiety, sadness, and depression. Personality traits are also believed to influence many assessment methods and affect the way people deal with tense environments, irrespective of the objective circumstances involved.

Personality and trait effect are the two types of traits that have been conquered in dispositional research. In fact, both types have been controlled by their particular precise models. Empirical evidence proved that there is a strong relationship between personality and trait effect. In this regard, there are well known personality traits models, which include; The Myers Briggs Type Indicator, Personality type A and B, Personality traits based on the theory of interaction, Big Five Personality Traits, The Minnesota Multiphasic Personality Inventory (MMPI), The Allport Theory, and the Personality model of Bern Reuter, the Eysenck Theory. The development of the Five Factor Model (FFM) began with the work of (Hung, Lee, & Lee, 2018) which identified 4,500 trait-descriptive words in the English language as the starting point for developing a taxonomy of personality characteristics. Personality, as named by Allport and cited in (McAdams & Manczak, 2015) is regarded to be one of the most intellectual words in language. He recorded 50 different meanings that derived from diverse areas, such as philosophy, theology, sociology, psychology and law.

(Kim & Jeon, 2017) revealed that only five factors accounted for variance in personality trait descriptors. The Five Factor Model (FFM)/Big Five Model received sharp interest due to the sustained research results that connected the big five traits with the measurement of the performance of individuals, as well as workplace success. (Akgunduz & Eryilmaz, 2018) took a different scientific approach, dividing their assessment of personality into two parts: character, which was designated to be the brain's software; and temperament, which was designated to be the brain's hardware. Personality research has focused on the Five Factor Model since its progress was built on the lexical hypothesis. This model proposes that five comprehensive factors, including Agreeableness, Extraversion, Openness to Experience, Neuroticism (Emotional Stability) and Conscientiousness establish the main construct in measuring personality. An individual's score on each of these five factors provides a

comprehensive profile summarising their attitudinal, relational, experiential, motivational and emotional styles.

According to (Bufquin, DiPietro, Orlowski, & Partlow, 2018) “these five dimensions represent personality at the broadest level of abstraction, and each dimension summarises a large number of distinct, more specific personality characteristics”. (Grobelna & Marciszewska, 2016) argued that the big five model is the most recognised personality catalogue, and this model is largely responsible for the growth and improvement of personality aspects in an organisation. In the early stage of this resurrection, many researchers focused on the investigation of the major influences of personality of different organisational behaviours, mostly on the performance of individuals. Additionally, many researchers believed that FFM is a broad structure for organising personality traits. Numerous personality psychologists have concluded that the Five-Factor Model (FFM) is an appropriate taxonomy of a personality. The model is effective for multiple reasons: (a) it leads to the classification of personality characteristics into an expressive categorisation, (b) it does its research using five factors and proposes a normal framework, and (c) it tries to cover the entire, comprehensive aspect of a personality.

Although personality catalogues can tell us much about personal contextual relations, they do not promise a general concept. From the other side, personality traits can predict the possible design of acting and reacting that are distinctive to individuals. As mentioned earlier, the model of FFM has provided a clear measurement framework through extensive studies in personality and it shows a big improvement and attraction to personality in the workplace and organisational behaviour. The improvement and the support provided by the strong existence of the FFM model that is being used worldwide came from the recognition that these five factors emanated from different cultures and many languages.

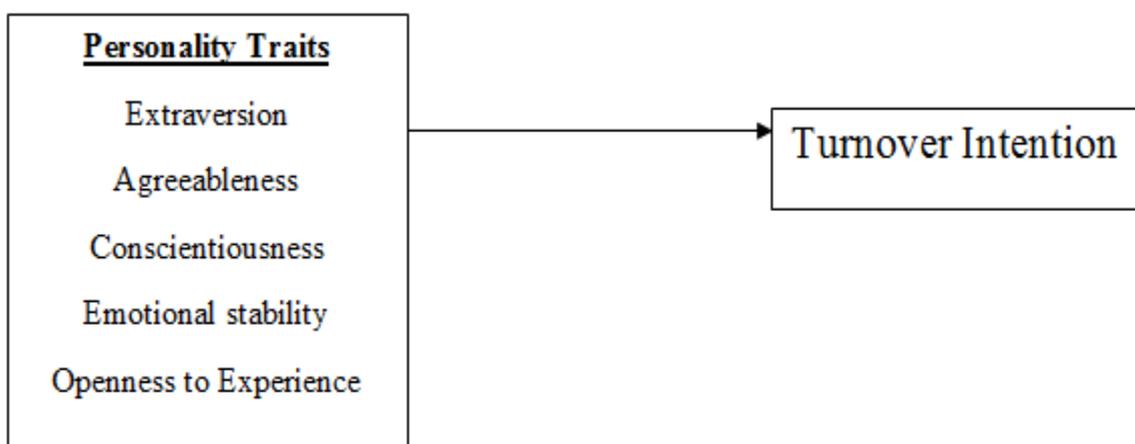
A trait is a steady individual difference in different situations. Currently, the most popular approach among psychologists who determine personality traits is the modelling of five factors, or five larger personality dimensions. These five aspects were derived from factor analysis of several self-reports and verified degrees associated with personality and questionnaires.

The Five Factors of Personality, with their basic definitions, are as follows: For extroversion, a large group of traits are highlighted including confidence, activity, sociability, and the intention to engage in positive feelings such as pleasure and joy (Ashton, 2018). Extroversion also contains traits and features that have effects on behaviour in group settings, like dominance, talkativeness, and being comfortable meeting new people.

Moreover, agreeableness refers to an individual's capacity to go out with team-mates and to be cooperative, understanding, compassionate, and trusting. Agreeableness represents an open direction without aggressiveness and comprises traits such as altruism, modesty, and trust. Agreeableness also contains qualities of flexibility, kindness, sympathy, cooperation, courtesy, helpfulness, and tolerance (Pang, Kucukusta, & Chan, 2015). Conscientiousness is described as a socially prescribed desire control that assists task and goal-directed behaviour. Being conscientious includes characteristics such as postponing satisfaction, thinking before acting, obeying rules and regulations, planning, and organising. (Kong, Jiang, Chan, & Zhou, 2018) conceptualised conscientiousness to include both aspects of inhibitive and proactive behaviour and these aspects particularly affect work success behaviours. This is contrasted with emotional stability and includes adjectives such as unemotional, unenvious, undemanding, unexcitable, and imperturbable.

Openness to experience the imagination or intellect, as named by (Ariyabuddhiphongs & Kahn, 2017) and (Ariyabuddhiphongs & Marican, 2015), refers to the broad constellation of traits in which individuals are sensitive and imaginative towards beauty and the arts and who have a rich emotional life; they are intelligently curious, have flexible behaviours, and are nondogmatic in their values and attitudes. (Kong et al., 2018) argued that individuals with a high level of openness are more likely to become involved in new learning programs and experiences, which will obviously benefit them.

Research Framework



Research Methodology

The study used quantitative research design to investigate the influence of personal traits on turnover intention. This study has been conducted as cross-sectional. A systematic random technique has been used in the research. The target population for this study was low-level to

mid-level employees in the hotel industry. The Sample size of the research is 340 and includes all the responses collected in Bangkok, Thailand. A one to seven-point Likert scale has been used to measure responses: (1) Strongly disagree, (2) Disagree, (3) Somewhat disagree, 4) No opinion/ Neutral, (5) Somewhat agree, (6) Agree, and (7) Strongly Agree. This research used PLS and SPSS 24 software for data analysis.

Data Analysis and Findings

Table 2: Descriptive Statistics of the variables

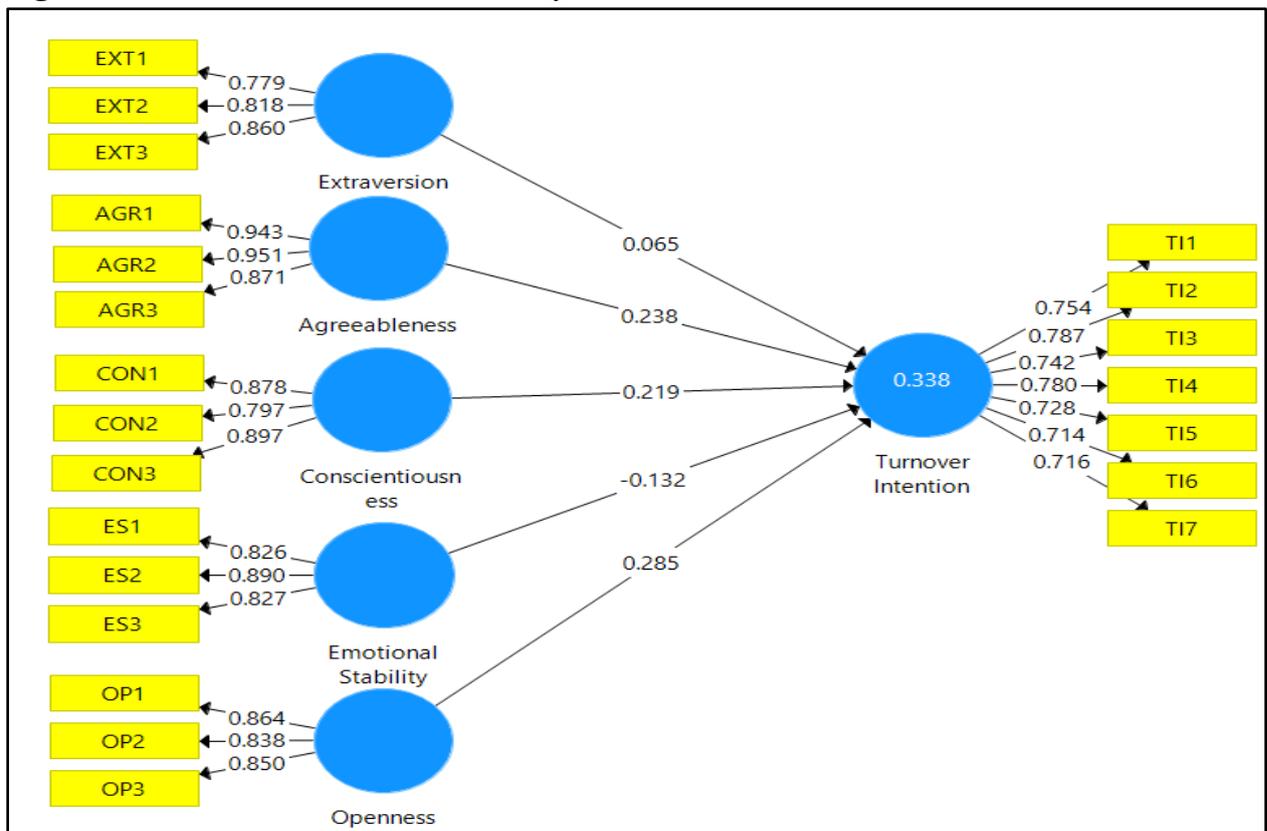
	N	Minimum	Maximum	Mean	Std. Deviation
Extraversion	340	1.00	7.00	5.0810	1.47669
Agreeableness	340	1.00	7.00	5.1480	1.51868
Conscientiousness	340	1.00	7.00	5.2900	1.14246
Emotional Stability	340	1.00	7.00	5.3370	1.23813
Openness	340	1.40	7.00	5.4934	0.67653
Turnover Intention	340	1.00	7.00	4.9570	1.44195
Valid N (listwise)	340				

As shown in Table 2, the highest mean value consists of openness (5.4934), followed by Emotional stability (5.3370), Conscientiousness (5.2900), Agreeableness (5.1480), Extraversion (5.0810) and Turnover Intention (4.9570). Minimum values for all variables are 1.00 and the maximum is 7.00 as this study is using a seven-point Likert type scale for obtaining opinions from the respondents regarding six variables in the study. The highest standard deviation is for Agreeableness (1.51868), followed by Extraversion (1.47669), Turnover Intention (1.44195), Conscientiousness (1.14246), Emotional Stability (1.23813) and Openness (0.67653).

Assessment of Measurement Model

In the measurement model of the study, the outer loadings are good enough to fit into the construct (Figure 2). Outer loadings of the study for Extraversion were 0.779, 0.818 and 0.860 respectively, for Agreeableness 0.943, 0.951 and 0.871 respectively, for Conscientiousness 0.878, 0.797 and 0.897 respectively, for Emotional stability 0.826, 0.890, 0.827, and for Openness 0.864, 0.838, 0.850 respectively.

Figure 2. Measurement Model of the Study



As shown in Table 3, in Cronbach's Alpha, Extraversion was 0.76, Agreeableness 0.91, Conscientiousness was 0.82, Emotional stability was 0.81, Openness was 0.81, and Turnover Intention was 0.87, which are in acceptable range. As far as the requirement of the Structural Equation Modelling, the average variance extracted for all constructs were greater than 0.5 which indicates a strong construct with which to build up a statistical relationship.

Table 3: Results for the Assessment of Measurement Models

Construct	Items	Loadings/ Weight	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Extraversion	EXT1	0.78	0.76	0.76	0.86	0.67
	EXT2	0.82				
	EXT3	0.86				
Agreeableness	AGR1	0.94	0.91	0.98	0.94	0.85
	AGR2	0.95				
	AGR3	0.87				
Conscientiousness	CON1	0.88	0.82	0.83	0.89	0.74
	CON2	0.80				
	CON3	0.90				
Emotional Stability	ES1	0.83	0.81	0.82	0.88	0.72
	ES2	0.89				
	ES3	0.83				
Openness	OP1	0.86	0.81	0.83	0.89	0.72
	OP2	0.84				
	OP3	0.85				
Turnover Intention	TI1	0.75	0.87	0.87	0.90	0.56
	TI2	0.79				
	TI3	0.74				
	TI4	0.78				
	TI5	0.73				
	TI6	0.71				
	TI7	0.72				

Assessment of Structural Model

The diagram in figure 3 is shown to demonstrate the structural model of the study. T-values of the model are showing high efficiency in the construct. The influence of independent variable to dependent variable is positively significant.

Figure 3. Structural Model of the Study

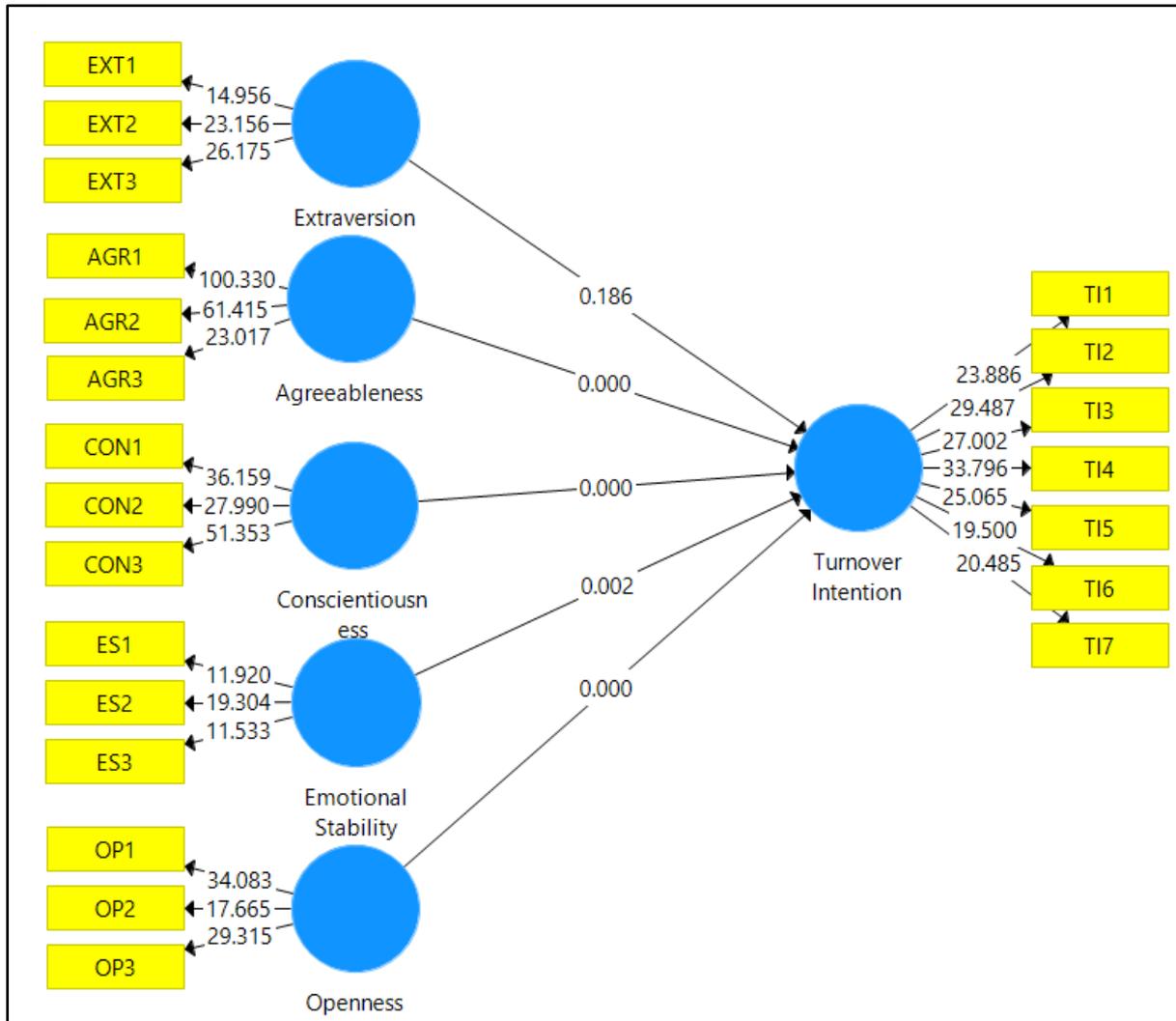


Table 4: Results of Structural Model of the Study

Relationships	Direct/indirect Effect	t-value	p value	Effect Size (f ²)	Supported
Extraversion → Turnover Intention	0.065	1.39	0.17	0.01	No
Agreeableness → Turnover Intention	0.238	3.88	0.00	0.06	Yes
Conscientiousness → Turnover Intention	0.219	3.76	0.00	0.05	Yes
Emotional Stability → Turnover Intention	0.132	3.25	0.00	0.03	Yes
Openness → Turnover Intention	0.185	6.98	0.00	0.12	Yes

As shown in Table 4, the effect size among independent and dependent variables was lower (f^2 = Extraversion 0.01, Agreeableness 0.06, Conscientiousness 0.05, Emotional stability 0.03, Openness 0.12). However, the p value among variables showed high significance with a value of 0.00, 0.00, 0.00, 0.00, except Extraversion, which is not significant $p=0.17$. The overall model and analysis show that the model fitness is acceptable. While considering direct/indirect effects of the model, the path coefficient of the direct relationship was Extraversion 0.065, Agreeableness 0.238, Conscientiousness 0.219, Emotional stability 0.132, and Openness 0.185, which showed a positive relationship among the constructs.

Conclusion

Even though, turnover intention has been widely studied in developed countries, it has not been explored much in Thailand. The findings of this study will be useful for hospitality industry leaders when selecting new employees, and to assist in the provision of appropriate training for purposes of retaining current staff. This paper examined the relationship of personality traits and turnover intention among employees in the hospitality industry. A trait is a steady individual difference in different situations. Currently, the most popular approach among psychologists who determine personality traits is the modelling of five factors or five larger personality dimensions. This study has chosen five personality traits which are agreeableness, extraversion, conscientiousness, openness to experience and emotional stability. Based on the findings from structural equation modelling, the model fitness for the constructs is good enough for development of a structural model. Findings also show that agreeableness, conscientiousness, emotional stability, and openness significantly influences employees' turnover intentions in the Thai hospitality industry. However, one dimension of the personality traits that does not show a significant influence on turnover intention is extraversion. Thus, the present study may enrich the literature of the employee turnover intention phenomenon in non-western contexts, as shown in this study, for instance, with respect to Thailand.

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