

Effects of Personality Traits on Turnover Intention of Star-rated Hotel and Hostel Employees - Mediating Effect of Work Values and Moderating Effect of Human Resource Management Practices

Jen Shou Kao¹ and Chun Chu Liu^{2*}

Abstract

This study selected employees of hotels or hostels registered as members of hotel associations in Taiwan's six special municipalities as the study subjects through purposive sampling. An online questionnaire was distributed to the waiters, captains, supervisors, assistant managers, and part-timers, and 201 valid questionnaires were returned. Regression analysis revealed that work values (affective values) mediated the relationship between personality traits (agreeableness, conscientiousness, and openness to experience) and turnover intention (dependent variable). Human resource management practices (decision-making and feedback) moderated the relationship between work values (instrumental and cognitive values) and turnover intention. Hence, business organizations must consider their philosophy, goals, market positioning, and available resources. If resources are limited, they should first focus on enhancing employees' psychological wellbeing by increasing the additional values associated with the jobs, improving the working environment, creating a friendly workplace, and improving supervisors' leadership styles and then increase salary and benefits, which have instrumental values.

Keywords: Personality trait, Work value, Turnover intention, Human resource management practice.

¹ Department of Leisure and Tourism Management College of Management, Shu-Te University, Kaohsiung City.

^{2*} Master Degree Program in Applied Social Sciences College of Continuing Education, Chang Jung Christian University. *Corresponding author.

1. Introduction

The COVID-19 pandemic has changed consumer behaviors and business practices in Taiwan's star-rated hotels and hostels. Consequently, business organizations are facing the human resource management problem of severe labor shortage while tourism and business activities are recovering after the pandemic. Moreover, during the three-year pandemic, business organizations adopted remote work and online meetings as contingency measures for communication to maintain operations and enable employees to work without being physically present in the office. However, changes in work patterns and behaviors brought about by the pandemic may have also affected employee work values.

Previous research findings have revealed that personality traits can affect individuals' behaviors, and in the workplace, personality traits can affect employees' turnover intention. Previous studies conducted in Taiwan have shown that employees' personality traits affect their work values (Lin & Chang, 2015) and turnover intention (Hsu et al., 2014a), and their work values affect their turnover intention as well (Lin & Huang, 2020). Therefore, knowledge of an employee's personality traits enables easy identification of the distinctive changes in the employee's behaviors, and behavioral changes most likely result from changes in personal values. This study also suggests that work values may play a mediating role between personality traits and turnover intention.

Furthermore, while the hotel industry is gradually resuming its usual hospitality services for tourists and business travelers following the pandemic, we must consider the possibility of qualitative changes in employee work values, which used to be based on job promotion and achievements. After the pandemic, business organizations have been requesting their employees to resume their nine-to-five work at office, but the employees have been declining this request with the hope of continued remote work, and several employees would rather quit their jobs than work at the office. Previous studies have taught us that the human resource management (HRM) practices of a business organization can not only strengthen employee dedication (Zhang & Morris, 2014), but also affect employee turnover intention—if these practices have integrity (Yen et al., 2014). This study also concurs that adjustments made to the HRM practices of a business organization and the actual implementation method may indirectly affect employee work values, possibly because they mean the business organization is considering employee needs. Therefore, this study believes that the interaction between HRM practices and employees' work values affects employee turnover intention.

Considering the above research background and motivations for research, this study selected members of hotel associations in Taiwan's six special municipalities as the study subjects. An online questionnaire was used to collect data from employees at the assistant manager level and below through purposive sampling to analyze the mediating effect of employee work values on the relationship between personality traits and turnover intention and the moderating effect of HRM practices on the relationship between employee work values and turnover intention.

The remaining paper is organized as follows: Part 2 presents the literature review and research hypotheses. Part 3 covers the research design and implementation. Part 4 presents the data analysis and discussion, and Part 5 concludes the paper.

2. Literature review and research hypotheses

2.1 Relationship between personality traits, work values, and turnover intention

2.1.1 Relationships between personality traits and turnover intention and between personality traits and work values

Personality traits influence behaviors, and turnover intention is an example of such behaviors (Winters, 2019; Chang et al., 2020). Personality traits are the unique traits or personality characteristics that an individual repeatedly exhibits in different situations, and personality traits can differ and be similar between people (Costa & McCrae, 1992). Costa and McCrae (1992) proposed the Big Five personality traits: extraversion, agreeableness, openness to experience, emotional stability, and conscientiousness. Rotter (1954) proposed the internal and external loci of control, and Friedman and Rosenman (1974) proposed the Type A and Type B personalities. Hsu et al. (2015) compiled a list of factors that may contribute to turnover intention and ultimately lead to resignation. They include personal characteristics, personal values, family responsibilities, organizational factors, job stress, job satisfaction, organizational commitment, job characteristics, work attitudes, possible job opportunities, vacancies in the labor market, and comparison between the current job and new job opportunities. Hsu et al. (2014a) revealed that the personality traits of engineers in the fields of science and technology had a significant positive correlation with turnover intention, and Chang et al. (2020) demonstrated that the personality traits of nursing staff affected turnover intention through the mediating effect of job stress. Furthermore, Hsu et al. (2015) indicated that individuals with an external locus of control experienced greater turnover intention when facing difficulties in coping with their workloads.

H1: Personality traits of hotel and hostel employees affect their turnover intention.

Work values are an important factor in employees' workplace personality types, and they can be used to describe employee needs (Rounds, 1990). Roccas et al. (2002) suggested that values and personality traits show different patterns of correlation with religiosity and positive effect. Lin and Tseng (2011) demonstrated that agreeableness, conscientiousness, extraversion, and openness to experience significantly correlated with each component of work values, while emotional stability significantly correlated with self-growth and self-actualization but not with dignity, social interactions, organizational safety and economics, stability, freedom from anxiety, leisure, health, and transportation. Lin and Chang (2015) further discovered that extraversion correlated poorly with each component of work values, openness correlated poorly with extrinsic and concomitant values but moderately

with intrinsic values, conscientiousness correlated poorly with intrinsic values but moderately with concomitant values, and other-orientation correlated poorly with extrinsic values but moderately with intrinsic and concomitant values. Moreover, Chen (2013) showed that the personality traits (openness, extraversion, and neuroticism) of employees working in Taipei's international tourist hotels could predict their work values. Lin and Chang (2015) also revealed that of the five dimensions of personality traits, openness and other-orientation could effectively predict work values. Finally, Cheng et al. (2010) showed that neuroticism and openness to experience (personality traits) had a significant positive effect on salary and social status (work values) and neuroticism (personality trait) had a significant positive effect on job promotion (work value).

H2: Personality traits of hotel and hostel employees affect their work values.

2.1.2 Relationship between work values and turnover intention

A value is an enduring belief, the end state of a mode of conduct or existence for an individual or a society. Each value has the functions of guiding the individual's behaviors, helping the individual make decisions and resolve conflicts, and motivating the individual to achieve self-actualization (Rokeach, 1973). According to Super (1970), the concept of work value is derived from the concept of value and is defined as the goals individuals pursue in relation to the content of their work, which are the characteristics and attributes of the work that they need intrinsically, they pursue, and they value when engaging in the work. In other words, work values are a part of an individual's value system and are the criteria by which the individual evaluates the work (Wang, 2008a).

Second, regarding the categorization of work values, Ginzberg et al. (1951) classified them into three categories, namely, intrinsic, extrinsic, and concomitant values, whereas Super (1970) and Miller (1974) categorized them into two major categories: intrinsic and extrinsic work values. On the other hand, Rokeach (1973) classified work values into two categories: terminal and instrumental values. Furthermore, Elizur et al. (1991) classified work values into instrumental, affective, and cognitive values; instrumental, affective, and cognitive values, respectively, refer to an individual's perceptions and beliefs about the values related to material aspects (such as salary and benefits), the values related to interpersonal relationships (such as interpersonal relationships with colleagues and supervisors), and the values related to achievements, interests, and responsibilities. Lastly, Ros et al. (1999) categorized work values into four categories: intrinsic, extrinsic, social, and prestige work values.

Third, work values are an important factor that influences an individual's career choice, job satisfaction, personal goals, and career orientation, which in turn affect exhibited behaviors such as job performance and the decision to quit a job (Chen & Chen, 2018). Miller et al. (1979) suggested that turnover intention is a general expression of the desire to leave one's current job and seek other job opportunities.

Mobley (1977) pointed out that turnover intention is the variable with the most predictive power, as it truly affects the decision to quit a job. Therefore, turnover intention is considered the most direct indicator in exploring the decision to quit a job, and the potential contributing factors of the decision to quit a job in the future can be identified by pre-testing the turnover intention. Thus, practices can be improved to reduce the decision to quit.

Some studies showed no correlation or causal relationship between work values and turnover intention. For example, Liu et al. (2006) found no significant relationship between intrinsic/extrinsic work values and turnover intention among medical technicians. However, some studies showed both positive and negative correlations between work values and turnover intention. For example, Chu et al. (2005) found that among the research and development personnel in the food industry, intrinsic values (work values) had a significant negative correlation with turnover intention, whereas salary (work value) had a significant positive correlation with it. Moreover, Wang (2008b) demonstrated that traditional values had a significant negative effect on turnover intention, whereas individualism and life values had a significant positive effect on it. Lin and Huang (2020) discovered that work values had a significant negative correlation with turnover intention, and their regression analysis showed that employee work values had a significant negative effect on turnover intention. Other relevant studies revealed different findings. For instance, Wang (2008a) found no significant relationship between work values and turnover intention, but turnover intention intensified as job satisfaction reduced.

H3: Work values of hotel and hostel employees affect their turnover intention.

2.1.3 Mediating effect of work values

Previous analysis of the predicted results and the correlation between the variables have shown that employees' personality traits affect their turnover intention (Hsu et al., 2014a), and Hsu et al. (2015) indicated that individuals with an external locus of control usually had higher turnover intention. Second, employees' personality traits can predict their work values (Lin & Chang, 2015; Chen, 2013). Third, Lin and Huang (2020) demonstrated that employee work values had a significant negative effect on turnover intention. Finally, the following studies have shown that work values have a mediating effect. Li (2018) revealed that work values mediated the relationship between personality traits and job performance among sales representatives, and Lu and Chu (2016) discovered that work values mediated the relationship between job stress and turnover intention. Therefore, considering the relationships between personality traits, work values, and turnover intention, this study hypothesizes that work values mediate the relationship between personality traits and turnover intention. This means that differences in employees' personality traits can either enhance or reduce their turnover intention through their work values.

H4: Work values have a mediating effect on the relationship between personality traits and turnover intention.

2.2 Moderating effect of HRM practices on the relationship between work values and turnover intention

HRM practices are primarily a system for attracting, developing, motivating, and retaining employees to ensure effective implementation and the survival of a business organization and its members (Schuler & Jackson, 1987). Knoke & Kalleberg (1994) believed that HRM practices can improve the quality of employees and organizations. In addition to adopting various HRM practices to enhance employee skills, business organizations can also employ workers through a well-designed selection process to screen the most promising employees. However, Zhang & Morris (2014) believed that HRM practices are important for enhancing employees' dedication and employability. Therefore, HRM practices help increase the competitiveness of business organizations and employees. From planning the management system to implementing practices to improve employees' work skills, changes may occur in employees' work values in addition to employees' dedication. In particular, Super (1970) believed that work values are the goals that individuals pursue in relation to the content of their work, and they are the characteristics and attributes of the work that individuals pursue and value when they are engaged in their work. In other words, the implementation of HRM practices in business organizations affects employee work values.

Second, among the studies related to the effects of HRM practices on employees' turnover intention, some show that HRM practices do not directly affect employees' turnover intention. For example, Lu et al. (2008) indicated that HRM practices were negatively correlated with employees' turnover intention, and their regression model confirmed that the cumulative effect of HRM practices could reduce turnover intention only when the employees improved their work performance. However, HRM practices have been proven to have a direct effect on turnover intention. For example, Chen (2004) demonstrated that HRM practices negatively affected both functional and dysfunctional turnover intention, thus indicating that better HRM practices can reduce employees' turnover intention. In contrast, Yen et al. (2014) targeted HR companies that provided labor dispatch services and found that the integrity of HRM practices affected the turnover intention of the dispatched workers.

H5: HRM practices have a moderating effect on the relationship between work values and turnover intention.

3. Research design and implementation

3.1 Research framework

This study designed a research framework (Figure 1) based on the motivations for research, research objectives, and research hypotheses.

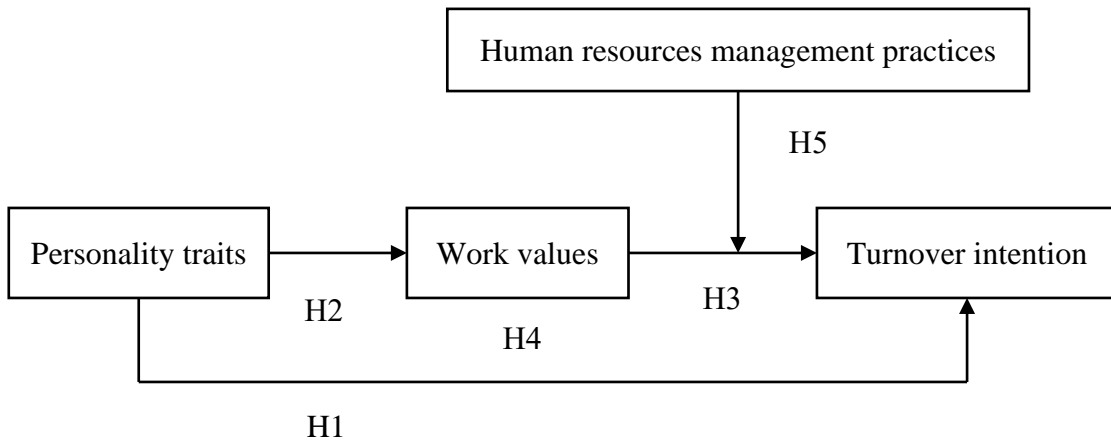


Figure 1: Research framework

3.2 Study subjects and sampling method

In this study, employees of hotels and hostels that were registered as members of hotel associations in Taiwan’s six special municipalities were selected as study subjects through purposive sampling. An online questionnaire was distributed to the waiters, captains, supervisors, assistant managers, and part-timers, and 201 valid questionnaires were returned. The descriptive statistics of the samples are shown in Table 1. The statistics include gender (120 [59.7%] males and 81 [40.3%] females); marital status (92 [45.8%] married individuals and 109 [54.2%] single individuals); age (61 [30.3%] individuals were aged 30–39 years; they accounted for the largest proportion. Next, 60 [29.9%] individuals were aged 40–49 years); the highest educational level (The educational level of 47 [23.4%] individuals was senior/vocational high school level or below, 111 [55.2%] individuals had an associate’s degree, and 43 [21.4%] individuals had a graduate degree); years of work experience (The largest proportion comprised individuals with 11–15 years of work experience [70 individuals or 34.8%], followed by individuals with 3 years of work experience or less [41 individuals or 20.4%]); job title (Assistant managers accounted for the largest proportion [56 individuals or 27.9%], followed by supervisors [52 individuals or 25.9%]); average monthly salary (58 [28.9%] individuals earned NT\$30,001–35,000 [the largest proportion] and 53 individuals earned NT\$40,001 or more [second largest proportion or 26.4%]); type of company (93 [46.3%] individuals work at business hotels [hostels], and they account for the largest proportion, followed by 56 [27.9%] individuals working at star-rated hotels); and location of company (The largest proportion of individuals worked in Tainan

City and other counties and cities [47 individuals each or 23.4%], followed by 26 individuals or 12.9% working in Taichung City).

Table 1: Descriptive statistics of the valid samples

Category	Frequency	Percentage (%)	Category	Frequency	Percentage (%)
Gender			Marital status		
Male	120	59.7	Married	92	45.8
Female	81	40.3	Single	109	54.2
Age			Highest educational level		
20 years old or below	18	9.0	Senior/vocational high school or below	47	23.4
21–29 years old	40	19.9	Associate's degree	111	55.2
30–39 years old	61	30.3	Graduate degree (master's or doctor's degree)	43	21.4
40–49 years old	60	29.9			
50 years old or above	22	10.9			
Years of work experience			Job title		
3 years or less	41	20.4	Waiter	33	16.4
4–6 years	36	17.9	Captain	38	18.9
7–10 years	38	18.9	Supervisor	52	25.9
11–15 years	70	34.8	Assistant manager	56	27.9
16 years or more	16	8.0	Part-timer	22	10.9
Average monthly salary (NT\$)			Location of company		
1.	14	7.0	Taipei City	15	7.5
2.	26	12.9	New Taipei City	19	9.5
3.	58	28.9	Taoyuan City	22	10.9
4.	50	24.9	Taichung City	26	12.9
5.	53	26.4	Tainan City	47	23.4
Type of business			Kaohsiung City	25	12.4
Star-rated hotel	56	27.9	Other counties and cities	47	23.4
Business hotel (hostel)	93	46.3			
Resort hotel (hostel)	52	25.9			

Note: Average monthly salary (NT\$): 1. Less than 25,250; 2. 25,250–30,000; 3. 30,001–35,000; 4. 35,001–40,000; 5. 40,001 or more.

3.3 Variable measurement and questionnaire development

3.3.1 Personality traits

Personality traits are categorized into neuroticism, extraversion, openness, agreeableness, and conscientiousness (Costa & McCrae, 1992). This study adopted the personality trait scale of Zhao and kung (2021), which includes 3 questions on extraversion, 7 questions on agreeableness, 6 questions on conscientiousness, 5 questions on emotional stability, and 3 questions on openness to experience (24 questions in total). The questions are rated using a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). The Kaiser-Meyer-Olkin (KMO) value of this scale, determined using exploratory factor analysis (EFA), is 0.748. The cumulative explained variance after applying principal component analysis and varimax rotation is 62.04%. The Cronbach's α is 0.496 for extraversion, 0.634 for agreeableness, 0.636 for conscientiousness, 0.678 for emotional stability, and 0.479 for openness to experience.

3.3.2 Work values

This study referred to the work values scale used by Lin (2007) and Chen (2012) for measuring work values. The scale was developed based on the Work Values Questionnaire (WVQ) of Elizur et al. (1991), which comprises three factors: instrumental, affective, and cognitive values. The scale is rated on a five-point Likert scale (1 = extremely unimportant and 5 = extremely important). The KMO value of the scale, obtained using EFA, is 0.690. The cumulative explained variance after applying principal component analysis and varimax rotation is 59.16%. The Cronbach's α is 0.397 for instrumental values, 0.414 for affective values, and 0.641 for cognitive values.

3.3.3 Turnover intention

The model of employee turnover created by Mobley et al. (1978) is the most commonly used model for measuring turnover intention (Lin, 2012). The scale comprises four items: thoughts of quitting, intention to find another job, likelihood of finding another job, and willingness to quit. A five-point Likert scale is used (1 = strongly disagree and 5 = strongly agree). The KMO value of the scale, obtained using EFA, is 0.745. The cumulative explained variance after applying principal component analysis and varimax rotation is 60.19%. The Cronbach's α is 0.779.

3.3.4 HRM practices

This study measured HRM practices using the HRM practices scale of Gould-Williams and Davies (2005), which includes improvements in employees' decision-making skills, extensive communication plans, training programs, hiring mechanisms appropriate for the skills of employees, team-building activities, appropriate incentive programs, and fair treatment of employees at all levels of the job hierarchy. The scale comprises eight questions and is rated using a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). The KMO value of the

scale, obtained using EFA, is 0.769. Two factors have an eigenvalue >1 after applying principal component analysis and varimax rotation, indicating that they are more important in explaining the structure of the variables. One of the factors is personal and business development; it has an eigenvalue of 2.455, explained variance of 23.70%, and Cronbach's α of 0.622. The other is decision-making and feedback, with an eigenvalue of 1.057, explained variance of 20.20%, and Cronbach's α of 0.475. Both explained 43.90% of the structural variance.

3.3.5 Background variables

The personal background variables of the study subjects included 1. gender, 2. age, 3. marital status, 4. highest educational level, 5. years of work experience, 6. job title, 7. average monthly salary (NT\$), 8. location of company, and 9. type of business (hotel/hostel).

3.4 Statistical analysis

This study used SPSS 22 software to calculate the mean and standard deviation of each variable, internal consistency (Cronbach's α) of the variables, and Pearson's correlation coefficient between two variables and used descriptive statistics of the samples to conduct EFA. The PROCESS 3.3 macro of the SPSS 22 software was used to conduct regression analyses of the mediating and moderating effects. Recently, numerous studies have adopted Hayes' PROCESS to test the conceptual model of hypotheses. The PROCESS macro, Model 4, which tests the model of a single mediator, has the advantages of being capable of testing multiple indirect (mediating) effects, which makes it more efficient than the Sobel Test, and capable of choosing bootstrapping to produce 95% confidence intervals (bootstrap confidence intervals) for direct and indirect effects (Hayes, 2018; Chiou, 2020).

4. Results and analysis

4.1 Pearson's correlation coefficient

The means, standard deviations, and correlation coefficients of the independent variables (personality traits [extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience]), dependent variable (turnover intention), mediator variables (work values [instrumental, affective, and cognitive values]), and moderator variables (HRM practices [personal and business development and decision-making and feedback]) are presented in Table 2. Extraversion was correlated with agreeableness ($r=0.451$, $p<0.01$), conscientiousness ($r=0.346$, $p<0.01$), and openness to experience ($r=0.150$, $p<0.05$), but not emotional stability ($r=0.121$, $p>0.05$). Moreover, extraversion was correlated with instrumental values ($r=0.193$, $p<0.01$), but not affective ($r=0.136$, $p>0.05$) and cognitive values ($r=0.056$, $p>0.05$). Extraversion was also correlated with personal and business development ($r=0.228$, $p<0.01$) and decision-making and feedback ($r=0.141$, $p<0.05$), but not turnover intention ($r=0.095$, $p>0.05$).

Table 2: Pearson's correlation coefficient

Variable	Mean	Standard deviation	1	2	3	4	5	6	7	8	9	10
Extraversion	3.93	.821	1									
Agreeableness	3.93	.607	.451**	1								
Conscientiousness	3.95	.672	.346**	.423**	1							
Emotional stability	3.71	.815	.121	.257**	.340**	1						
Openness to experience	3.75	.845	.150*	.260**	.356**	.391**	1					
Instrumental values	3.68	.653	.193**	.310**	.328**	.322**	.399**	1				
Affective values	3.92	.617	.136	.357**	.309**	.376**	.255**	.358**	1			
Cognitive values	3.68	.814	.056	.112	.119	.257**	.246**	.296**	.264**	1		
Personal and business development	3.38	.893	.228**	.345**	.285**	.269**	.346**	.281**	.221**	.079	1	
Decision-making and feedback	3.69	.749	.141*	.239**	.205**	.242**	.300**	.210**	.240**	.265**	.408**	1
Turnover intention	2.94	1.125	.095	.020	.008	.156*	.058	.129	.186**	.123	.264**	.216**

*P<0.05, **P<0.01, ***P<0.001

4.2 Mediating effect of work values

Regression analysis was performed for the independent variables (personality traits [extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience]), dependent variable (turnover intention), and mediator variables (work values [instrumental, affective, and cognitive values]) using Hayes' (2018) PROCESS.

4.2.1 Mediating effect of work values on the relationship between extraversion and turnover intention

The results regarding the mediation of work values between extraversion and turnover intention are shown in Table 3. The analysis demonstrated that extraversion (independent variable) had a good explanatory power for instrumental values (mediator variable) ($R^2=0.037$, $F=7.730^{***}$) but not for affective and cognitive values (mediator variables). Second, the regression coefficients indicated that extraversion had a significant effect on instrumental values ($\beta=0.154$, $t=2.780^{***}$) but not on affective and cognitive values. Third, despite possessing good explanatory power for turnover intention (dependent variable) ($R^2=0.047$, $F=2.416^*$), extraversion ($\beta=0.086$, $t=0.881$) and instrumental ($\beta=0.078$, $t=0.586$), affective ($\beta=0.261$, $t=1.884$), and cognitive values ($\beta=0.095$, $t=0.924$) did not have a significant effect on turnover intention, indicating that work values do not mediate the relationship between extraversion and turnover intention.

Table 3: Mediating effect of work values on the relationship between extraversion and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Extraversion	Instrumental values	3.078	.154	2.780 ^{***}	0.037	7.730 ^{***}
	Affective values	3.518	.102	1.937	0.018	3.751
	Cognitive values	3.462	.056	0.793	0.003	0.629
Extraversion	Turnover intention	0.935	.086	0.881	0.047	2.416 [*]
Instrumental values			.078	0.586		
Affective values			.261	1.884		
Cognitive values			.095	0.924		

* $P<0.05$, ** $P<0.01$, *** $P<0.001$

4.2.2 Mediating effect of work values on the relationship between agreeableness and turnover intention

The results regarding the mediation of work values between agreeableness and turnover intention are shown in Table 4. The results indicate that agreeableness (independent variable) has good explanatory power for instrumental values ($R^2=0.096$, $F=21.213^{***}$) and affective values ($R^2=0.127$, $F=29.052^{***}$) (mediator variables) but not cognitive values (mediator variable). Second, the regression coefficients indicate that agreeableness has a significant effect on instrumental values ($\beta=0.334$, $t=4.606^{***}$) and affective values ($\beta=0.363$, $t=5.390^{***}$) but not cognitive values. Third, despite possessing good explanatory power for turnover intention (dependent variable) ($R^2=0.047$, $F=2.426^*$), agreeableness ($\beta=-0.128$, $t=-0.902$), instrumental values ($\beta=0.122$, $t=0.905$), and cognitive values ($\beta=0.091$, $t=0.886$) do not affect turnover intention significantly; only affective values ($\beta=0.307$, $t=2.129^*$) significantly affects turnover intention. The results suggest that affective values mediate the relationship between agreeableness and turnover intention.

Table 4: Mediating effect of work values on the relationship between agreeableness and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Agreeableness	Instrumental values	2.372	.334	4.606^{***}	0.096	21.213^{***}
	Affective values	2.496	.363	5.390^{***}	0.127	29.052^{***}
	Cognitive values	3.092	.150	1.586	0.012	2.517
Agreeableness	Turnover intention	1.451	-.128	-0.902	0.047	2.426[*]
Instrumental values			.122	0.905		
Affective values			.307	2.129[*]		
Cognitive values			.091	0.886		

* $P<0.05$, ** $P<0.01$, *** $P<0.001$

4.2.3 Mediating effect of work values on the relationship between conscientiousness and turnover intention

The results regarding the mediation of work values between conscientiousness and turnover intention are presented in Table 5. The results show that conscientiousness (independent variable) has good explanatory power for instrumental values ($R^2=0.107$, $F=23.956^{***}$) and affective values ($R^2=0.096$, $F=21.044^{***}$) (mediator variables) but not cognitive values (mediator variable). Second, the regression coefficients indicate that conscientiousness has a significant effect on instrumental values ($\beta=0.319$, $t=4.895^{***}$) and affective values ($\beta=0.284$, $t=4.587^{***}$). Third, despite possessing good explanatory power for turnover intention (dependent variable) ($R^2=0.048$, $F=2.473^*$), conscientiousness ($\beta=-0.126$, $t=-0.998$), instrumental values ($\beta=0.129$, $t=0.952$), and cognitive values ($\beta=0.092$, $t=0.898$) do

not significant affect turnover intention; only affective values ($\beta=0.301$, $t=2.126^*$) significantly affect turnover intention. The results indicate that affective values mediate the relationship between conscientiousness and turnover intention.

Table 5: Mediating effect of work values on the relationship between conscientiousness and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Conscientiousness	Instrumental values	2.424	.319	4.895***	0.107	23.956***
	Affective values	2.798	.284	4.587***	0.096	21.044***
	Cognitive values	3.109	.145	1.696	0.014	2.875
Conscientiousness	Turnover intention	1.439	-.126	-0.998	0.048	2.473*
Instrumental values			.129	0.952		
Affective values			.301	2.126*		
Cognitive values			.092	.898		

* $P<0.05$, ** $P<0.01$, *** $P<0.001$

4.2.3 Mediating effect of work values on the relationship between emotional stability and turnover intention

The results regarding the mediation of work values between emotional stability and turnover intention are shown in Table 6. The results show that emotional stability (independent variable) has good explanatory power for instrumental values ($R^2=0.103$, $F=22.964^{***}$), affective values ($R^2=0.141$, $F=32.774^{***}$), and cognitive values ($R^2=0.066$, $F=14.091^{***}$) (mediator variables). Second, the regression coefficients indicate that emotional stability has a significant effect on instrumental values ($\beta=0.258$, $t=4.792^{***}$), affective values ($\beta=0.285$, $t=5.725^{***}$), and cognitive values ($\beta=0.257$, $t=3.754^{***}$). Third, despite possessing good explanatory power for turnover intention (dependent variable) ($R^2=0.048$, $F=2.492^*$), the regression coefficients indicate that emotional stability ($\beta=0.111$, $t=1.032$), instrumental values ($\beta=0.071$, $t=0.530$), affective values ($\beta=0.230$, $t=1.602$), and cognitive values ($\beta=0.079$, $t=0.765$) do not significantly affect turnover intention, showing that work values do not mediate the relationship between emotional stability and turnover intention.

Table 6: Mediating effect of work values on the relationship between emotional stability and turnover intention

Independent variable	Dependent variable	Constant	β	<i>t</i> value	R^2	<i>F</i>
Emotional stability	Instrumental values	2.727	.258	4.792***	0.103	22.964***
	Affective values	2.864	.285	5.725***	0.141	32.774***
	Cognitive values	2.727	.257	3.754***	0.066	14.091***
Emotional stability	Turnover intention	1.069	.111	1.032	0.048	2.492*
Instrumental values			.071	0.530		
Affective values			.230	1.602		
Cognitive values			.079	0.765		

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

4.2.4 Mediating effect of work values on the relationship between openness to experience and turnover intention

The results regarding the mediation of work values between openness to experience and turnover intention are presented in Table 7. The results indicate that openness to experience (independent variable) has good explanatory power for instrumental values ($R^2=0.107$, $F=37.570^{***}$), affective values ($R^2=0.065$, $F=13.862^{***}$), and cognitive values ($R^2=0.060$, $F=12.769^{***}$) (mediator variables). Second, the regression coefficients show that openness to experience significantly affects instrumental values ($\beta=0.308$, $t=6.129^{***}$), affective values ($\beta=0.186$, $t=3.723^{***}$), and cognitive values ($\beta=0.237$, $t=3.573^{***}$). Third, despite possessing good explanatory power for turnover intention (dependent variable) ($R^2=0.044$, $F=2.235^*$), the regression coefficients demonstrate that openness to experience ($\beta=-0.030$, $t=-0.291$), instrumental values ($\beta=0.109$, $t=0.785$), and cognitive values ($\beta=0.097$, $t=0.939$) did not significantly affect turnover intention; only affective values ($\beta=0.275$, $t=1.972^*$) had a significant effect on it. The results suggest that affective values mediate the relationship between openness to experience and turnover intention.

Table 7: Mediating effect of work values on the relationship between openness to experience and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Openness to experience	Instrumental values	2.529	.308	6.129***	0.159	37.570***
	Affective values	3.222	.186	3.723***	0.065	13.862***
	Cognitive values	2.792	.237	3.573***	0.060	12.769***
Openness to experience	Turnover intention	1.210	-.030	-0.291	0.044	2.235*
Instrumental values			.109	0.785		
Affective values			.275	1.972*		
Cognitive values			.097	0.939		

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

4.3 Moderating effect of HRM practices

In this study, the moderating effect of moderator variables (HRM practices: individual and business development and decision-making and feedback) on the relationship between mediator variables (work values: instrumental, affective, and cognitive values) and the dependent variable (turnover intention) was analyzed using Hayes' (2018) PROCESS. The results are presented below.

4.3.1 Moderating effect of personal and business development on the relationship between instrumental values and turnover intention

The results regarding the moderation of personal and business development between instrumental values (mediator variable) and turnover intention (dependent variable) are shown in Table 8. The regression model of instrumental values and personal and business development (moderator variable) had good explanatory power for turnover intention ($R^2=0.08$, $F=5.81^{***}$), but the regression model of the interaction term (instrumental values * personal and business development) did not have good explanatory power ($\Delta R^2=0.01$, $F=1.78$), suggesting that personal and business development does not moderate the relationship between instrumental values and turnover intention.

Table 8: Moderating effect of personal and business development on the relationship between instrumental values and turnover intention

Independent variable	Dependent variable	Constant	β	<i>t</i> value	R^2	<i>F</i>
Instrumental values	Turnover intention	2.91	.14	1.13	0.08	5.81**
Personal and business development			.31	3.50***		
	Instrumental values * personal and business development		.16	1.33	$\Delta R^2 = 0.01$	1.78

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

4.3.2 Moderating effect of personal and business development on the relationship between affective values and turnover intention

The results regarding the moderation of personal and business development between affective values (mediator variable) and turnover intention (dependent variable) are presented in Table 9. The regression model of affective values and personal and business development (moderator variable) had good explanatory power for turnover intention ($R^2 = 0.09$, $F = 6.26^{***}$), but the regression model of the interaction term (affective values * personal and business development) did not have good explanatory power ($\Delta R^2 = 0.00$, $F = 1.00$), indicating that personal and business development does not moderate the relationship between affective values and turnover intention.

Table 9: Moderating effect of personal and business development on the relationship between affective values and turnover intention

Independent variable	Dependent variable	Constant	β	<i>t</i> value	R^2	<i>F</i>
Affective values	Turnover intention	2.94	.24	1.91	0.09	6.26***
Personal and business development			.30	3.36***		
Affective values * personal and business development			-.02	-0.15	$\Delta R^2 = 0.00$	1.00

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

4.3.3 Moderating effect of personal and business development on the relationship between cognitive values and turnover intention

The results regarding the moderation of personal and business development between cognitive values (mediator variable) and turnover intention (dependent variable) are shown in Table 10. The regression model of cognitive values and personal and business development (moderator variable) had good explanatory

power for turnover intention ($R^2=0.09$, $F=6.11^{***}$), but the regression model of the interaction term (cognitive values * personal and business development) did not have good explanatory power ($\Delta R^2=0.00$, $F=1.04$), demonstrating that personal and business development does not moderate the relationship between cognitive values and turnover intention.

Table 10: Moderating effect of personal and business development on the relationship between cognitive values and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Cognitive values	Turnover intention	2.93	.15	1.57	0.09	6.11 ^{***}
Personal and business development			.32	3.75 ^{***}		
Cognitive values * personal and business development			.10	1.02	$\Delta R^2=0.00$	1.04

* $P<0.05$, ** $P<0.01$, *** $P<0.001$

4.3.4 Moderating effect of decision-making and feedback on the relationship between instrumental values and turnover intention

The results regarding the moderation of decision-making and feedback between instrumental values (mediator variable) and turnover intention (dependent variable) are presented in Table 11, and their interactions are shown in Figure 2. First, the regression model of instrumental values and decision-making and feedback (moderator variable) had good explanatory power for turnover intention ($R^2=0.08$, $F=5.43^{***}$). Second, instrumental values ($\beta=0.20$, $t=1.61$) did not significantly affect turnover intention, whereas decision-making and feedback ($\beta=0.36$, $t=3.28^{**}$) had a significant effect on it. Moreover, the regression model of the interaction term (instrumental values * decision-making and feedback) had good explanatory power for turnover intention ($\Delta R^2=0.02$, $F=4.75^{**}$) and a significant interaction effect on it ($\beta=0.27$, $t=2.18^{**}$), showing that decision-making and feedback moderates the relationship between instrumental values and turnover intention.

Table 11: Moderating effect of decision-making and feedback on the relationship between instrumental values and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Instrumental values	Turnover intention	2.91	.20	1.61	0.08	5.43***
Decision-making and feedback			.36	3.28**		
Instrumental values * decision-making and feedback				.27	2.18**	$\Delta R^2 = 0.02$

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

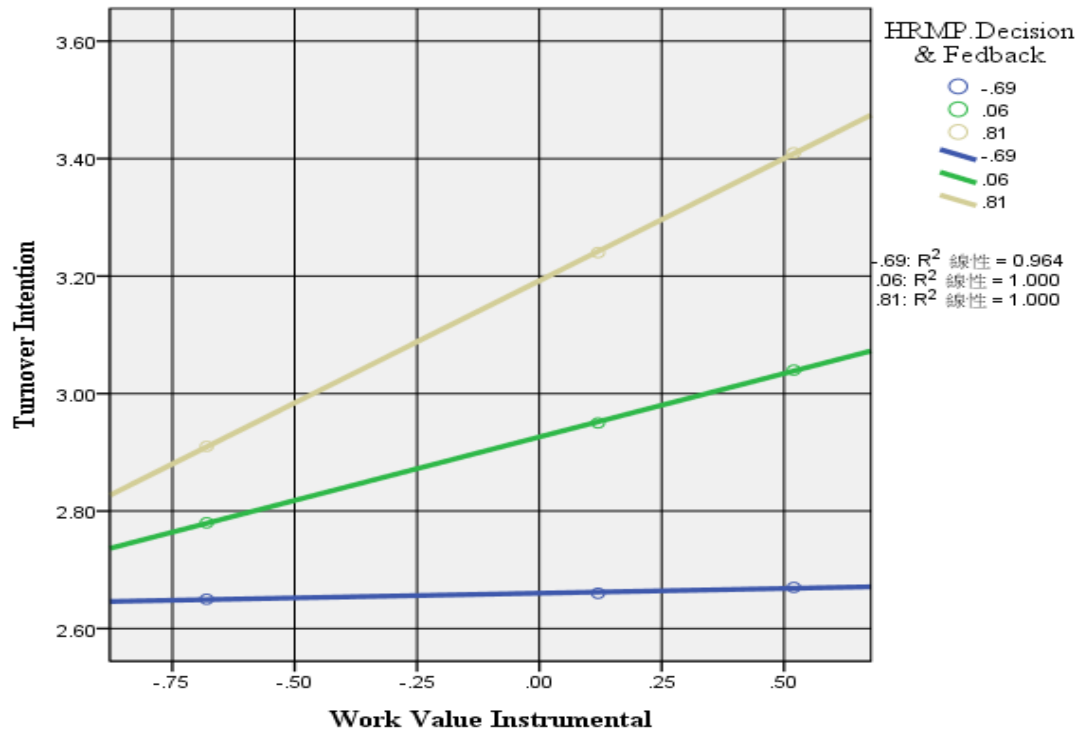


Figure 2: Moderating effect of decision-making and feedback on the relationship between instrumental values and turnover intention

4.3.5 Moderating effect of decision-making and feedback on the relationship between affective values and turnover intention

The results regarding the moderation of decision-making and feedback between affective values (mediator variable) and turnover intention (dependent variable) are presented in Table 12. The regression model of affective values and decision-making and feedback (moderator variable) had good explanatory power for turnover intention ($R^2=0.09$, $F=6.11^{***}$), but the regression model of the interaction term (affective values * decision-making and feedback) did not have good explanatory power for turnover intention ($\Delta R^2=0.00$, $F=1.04$), revealing that decision-making and feedback does not moderate the relationship between affective values and turnover intention.

Table 12: Moderating effect of decision-making and feedback on the relationship between affective values and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Instrumental values	Turnover intention	2.91	.26	2.02*	0.08	5.81**
Decision-making and feedback			.29	2.73**		
Affective values * decision-making and feedback			.22	1.34	$\Delta R^2=0.01$	1.81

* $P<0.05$, ** $P<0.01$, *** $P<0.001$

4.3.6 Moderating effect of decision-making and feedback on the relationship between cognitive values and turnover intention

The results regarding the moderation of decision-making and feedback between cognitive values (mediator variable) and turnover intention (dependent variable) are shown in Table 13, and their interactions are illustrated in Figure 3. First, the regression model of cognitive values and decision-making and feedback (moderator variable) had good explanatory power for turnover intention ($R^2=0.11$, $F=8.26^{***}$). Second, cognitive values ($\beta=0.13$, $t=1.36$) did not significantly affect turnover intention, but decision-making and feedback ($\beta=0.37$, $t=3.49^{***}$) had a significant effect on it. Moreover, the regression model of the interaction term cognitive values * decision-making and feedback had good explanatory power for turnover intention ($\Delta R^2=0.06$, $F=13.36^{***}$) and a significant interaction effect on it ($\beta=0.43$, $t=3.65^{***}$), indicating that decision-making and feedback moderates the relationship between cognitive values and turnover intention.

Table 13: Moderating effect of decision-making and feedback on the relationship between cognitive values and turnover intention

Independent variable	Dependent variable	Constant	β	t value	R^2	F
Cognitive values	Turnover intention	2.87	.13	1.36	0.11	8.26***
Decision-making and feedback			.37	3.49***		
Cognitive values * decision-making and feedback			.43	3.65***	$\Delta R^2 = 0.06$	13.36***

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

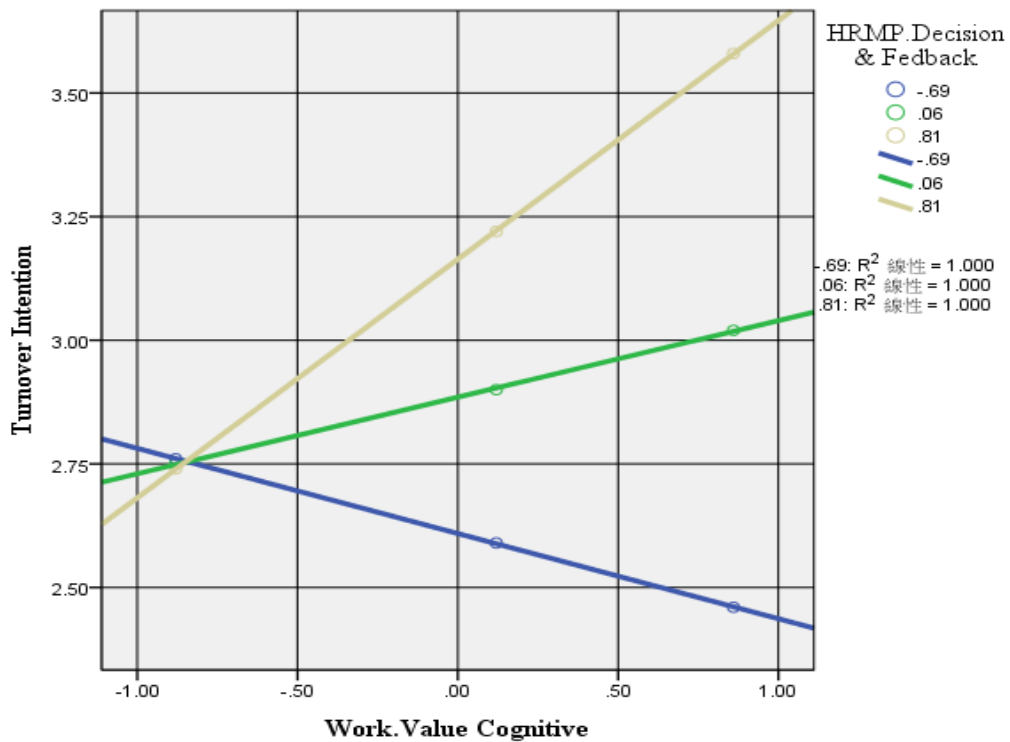


Figure 3: Moderating effect of decision-making and feedback on the relationship between cognitive values and turnover intention

5. Discussion and conclusion

5.1 Research hypotheses and empirical evidence

This study focused on investigating the mediating effect of work values (instrumental, affective, and cognitive values) on the relationship between personality traits (extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience) and turnover intention. Therefore, the results for the hypotheses regarding the effects of (H1) personality traits on turnover intention, (H2) personality traits on work values, and (H3) work values on turnover intention are presented in the analysis of the mediating effect of work values. Another focus of this study is the moderating effect of HRM practices (personal and business development and decision-making and feedback) on the relationship between work values and turnover intention, and the results are shown in Table 14.

Previous studies generally focused on the effects of work values on turnover intention (Wang, 2008b; Wang et al., 2010; Lin and Huang, 2020; Chu et al., 2005; Liu et al., 2006; Liu et al., 2020). Lu and Chu (2016), who investigated the role of work values as a mediating variable, focused on their mediating effect on the relationship between job stress and turnover intention. Among the studies that explored the effects of personality traits on work values (Lin and Chang, 2015; Chen, 2013; Tsou, 2012) or analyzed the effects of work values on turnover intention, this study referred to the mediation model of Baron and Kenny (1986), which determined that work values mediated the relationship between personality traits and turnover intention. This study found that work values (affective values) mediate the relationship between personality traits (agreeableness, conscientiousness, and openness to experience) and turnover intention.

Second, previous studies have demonstrated that HRM practices influence turnover intention (Lu et al., 2008; Yen et al., 2014) by investigating the moderating effect of HRM practices (Chou et al., 2021), HRM systems (Hsu et al., 2014b), and HRM activities (Tung et al., 2016). This study proposed that HRM practices moderate the relationship between work values and turnover intention, and the findings revealed that HRM practices (decision-making and feedback) moderate the relationship between work values (instrumental and cognitive values) and turnover intention.

Table 14: Research hypotheses and experimental results

Research hypotheses
Experimental results
H4: Work values have a mediating effect on the relationship between personality traits and turnover intention.
<p>1. Work values do not mediate the relationship between extraversion (personality trait) and turnover intention (dependent variable).</p> <p>2. Affective values (work values) mediate the relationship between agreeableness (personality trait) and turnover intention (dependent variable).</p> <p>3. Affective values mediate the relationship between conscientiousness (personality trait) and turnover intention.</p> <p>4. Work values do not mediate the relationship between emotional stability (personality trait) and turnover intention.</p> <p>5. Affective values mediate the relationship between openness to experience (personality trait) and turnover intention.</p>
H5: HRM practices have a moderating effect on the relationship between work values and turnover intention.
<p>1. Personal and business development (HRM practices) does not moderate the relationship between instrumental values (work values) and turnover intention.</p> <p>2. Personal and business development does not moderate the relationship between affective values (work values) and turnover intention.</p> <p>3. Personal and business development does not moderate the relationship between cognitive values (work values) and turnover intention.</p> <p>4. Decision-making and feedback (HRM practices) moderates the relationship between instrumental values (work values) and turnover intention.</p> <p>5. Decision-making and feedback does not moderate the relationship between affective values and turnover intention.</p> <p>6. Decision-making and feedback moderates the relationship between cognitive values and turnover intention.</p>

5.2 Implications for management

This study's results have demonstrated that among the three types of work values, only affective values mediate the relationship between personality traits (agreeableness, conscientiousness, and openness to experience) and turnover intention. Affective work values refer to an individual's perceptions and beliefs about the values related to interpersonal relationships (such as those with colleagues and supervisors). Therefore, first, the finding that affective values (work values) mediate the relationship between agreeableness (personality trait) and turnover intention (dependent variable) suggests that agreeable employees consider the company's affairs from others' perspectives and are willing to provide assistance and abide by the organizational regulations, which in turn helps enhance their interpersonal relationships with their colleagues and supervisors. If the interpersonal relationship within their organization is broken or the level of

interpersonal trust is reduced, it is very likely to intensify their turnover intention. Second, the finding that affective values mediate the relationship between conscientiousness (personality trait) and turnover intention suggests that conscientious employees have high achievement motivation, execute tasks according to work plans, are perseverant, and gain the affirmation and trust of their colleagues. However, a broken interpersonal relationship could cause an emotional reaction that leads to thoughts of quitting the job. Some employees may not exhibit any immediate reactions but are most likely to vaguely contemplate the thought for a period. It is possible that their turnover intention is intensified after they consider other job opportunities and various economic factors. Third, the finding that affective values mediate the relationship between openness to experience (personality trait) and turnover intention indicates that employees who are open to new experiences are willing to explore new ideas and concepts in various business and operation management activities. However, the accumulation of excessive or unfriendly interpersonal relationships with their supervisors and colleagues may intensify their turnover intention. Therefore, this study's findings reveal that hotel and hostel employees place considerable significance on their affective values (work values).

This study will now discuss the moderating effect of HRM practices (personal and business development and decision-making and feedback) on the relationship between work values (instrumental, affective, and cognitive values) and turnover intention. This paints a different picture and involves the extent to which the HRM practices of a business organization affect employees' work values. First, we know that work values are the goals that an individual pursues in relation to the content of the work, which are the characteristics and attributes of the work that the individual needs intrinsically, pursues, and values when engaging in the work. Second, the implementation and enforcement of HRM practices also affect employees' work values. This study's results have shown that personal and business development (HRM practices) does not moderate the relationship between work values (instrumental, affective, and cognitive values) and turnover intention, but decision-making and feedback (HRM practices) do moderate the relationship between work values (instrumental and cognitive values) and turnover intention. These results indicate that when employees are not involved in the decision-making process for HRM practices or when a company allows employees to participate in the management decision-making process but does not adopt their suggestions, employees are likely to develop a sense of unfulfillment and unimportance and even develop doubts about salary, rewards, job stability, and welfare system, which indirectly lead to turnover intention.

5.3 Practical recommendations

This study examined both the mediating effect of individual work values on the relationship between personality traits and turnover intention and the moderating effect of HRM practices on the relationship between work values and turnover intention from the perspective of hotel and hostel employees. The results demonstrate that employees' personality traits not only affect their work values, but also indirectly affect their turnover intention. Hence, the human resource departments of business organizations should understand that personality traits and work values of individual employees are important factors, in addition to work ability and job performance, in the recruitment of new employees and assignment of job positions. Furthermore, in the past, employee management in business organizations was mostly based on traditional personnel management, and it was difficult to advance to HRM, not to mention proposing HRM practices with competitive advantages in the labor market. However, the three-year COVID-19 pandemic has seriously affected the business scale and revenue of Taiwan's hotels and hostels. The demand of domestic and international business travelers and tourists for accommodation has resumed. Moreover, sub-replacement fertility has caused a decrease in labor supply, and the work-related preferences of employees have changed. All these factors are not conducive to the recruitment of new employees. Therefore, business organizations cannot assume that they can recruit new blood solely by raising salaries; numerous factors need to be considered to attract ex-employees and fresh graduates. Therefore, they must consider their business philosophy, business goals, market positioning, and available resources. In the face of limited resources, business organizations should first focus on enhancing employees' psychological well-being by increasing the additional values associated with the jobs, improving working environment, creating a friendly workplace, and improving the leadership styles of supervisors before increasing salary and benefits, which have instrumental values.

5.4 Suggestions for future research

We approached the research from the psychological perspective of employees at the grassroots level after observing the impacts of the pandemic on hotel and hostel operations. This study's results enable us to clearly understand the relationship between employees' work values and their turnover intention and understand the effects of HRM practices on employees. Therefore, after the COVID-19 pandemic, both specific changes in the HRM practices of business organizations and the implementation method need to be further explored. Moreover, the three-year pandemic has changed not only employees' work patterns but also consumer behavior and consumption patterns, so further in-depth research and analysis are required.

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