Job Turnover in the Lodging Industry: A Dual-Method Case Study

by

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A Dissertation

In

Hospitality Administration

Submitted to the Graduate Faculty
of Texas Tech University in
in Partial Fulfillment of
the Requirements for
the Degree of

Doctorate of Philosophy

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May 2011

Acknowledgements

To my wife Nancy who has supported me and provided unflagging confidence in my ability to achieve this milestone, I am forever grateful. I never could have done this without you. Thanks for believing in me.

To Dr. Lynn Huffman who provided assistance during this project when I needed it most. Thank you for the wonderful guidance, comments, and mentorship.

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Abstract

Satisfied employees in the lodging industry are essential to the success of their respective firms. Employees who are dissatisfied can result in high fiscal, physical, and/or psychological costs to a company. This study examined employee's satisfaction with the type of work, pay, coworkers, and personal relationships at their workplace. Employee's organizational commitment and their perceived relationship with their supervisor were also examined.

The researcher used both quantitative and qualitative research methods to test four hypotheses. A questionnaire and interview were developed using scales that measured hotel employee's attitudes and perceptions of job satisfaction, leader-member exchange (LMX), organizational commitment, and intent to leave. Three departments were studied: housekeeping, foodservice, and front desk. The research study took place between October 2009 and January 2011.

The results of this case study suggested that hotel employees were satisfied with their job, but there was room for improvement. The degree of satisfaction varied according to department or type of work and age. There was no direct link found between job satisfaction and ethnicity. The pay scale and incentives among hotel employees engendered higher levels of job satisfaction and organizational commitment. Organizational commitment among hotel employees was inversely related to turnover intentions among department, age, and ethnicity.

The findings imply that the LMX relationship was more developed among employees who had been with the hotel longer. These employees differed according to age and department. There was no direct link found between LMX and ethnicity. Turnover intentions among hotel employees varied according to department position and age group. The younger employees were more likely to think about leaving than older employees regardless of which department they work in. The findings also indicated that certain age groups tend to gravitate towards specific positions within the hotel.

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Chapter I

Introduction

Background

The lodging industry is an integral part of the hospitality industry. The United

States (U.S.) lodging industry accounts for $139.4 B in revenue and 2.0 M jobs

representing more than 48,000 lodging establishments in 2007 (American Hotel &

Lodging Association, 2011). The total of the economic impact of the hospitality industry

is more than $1.5 trillion, or 11% of the Gross Domestic Product (American Hotel &

Lodging Association, 2007). Similar to the international and national significance of the

industry, Texas lodging accounts for $4.7B in employee wages and 117,045 jobs. In

2008, the Texas lodging industry earned over $8.3B in direct sales in Texas at more than

4,345 lodging properties in 2008 (American Hotel & Lodging Association, 2011). The

city of Lubbock has shown its resilience during recent harsh economic conditions by

posting lodging revenue increases of $17.9M and employment figures of over 16,200

(U.S. Bureau of Labor Statistics, 2009). Compared to the national unemployment rate of

9.6% and the state unemployment rate of 8.3%, the unemployment rate in the city of

Lubbock has only recently climbed to 6.6% (Texas Workforce Commission, 2010). The

leisure and hospitality industry in Lubbock employs 16,600 people in hospitality

organizations who fill these jobs provide a vital and intangible component to the

hospitality industry – service (Kotler, Bowen, & Makens, 1999).

The attitudes and behaviors of employees are essential to the quality of service

given to customers in lodging and other hospitality establishments as customer

satisfaction is strongly influenced by employee behaviors (Parasuraman, Zeithaml, &

Berry, 1988; Bitner, Booms, & Tetreault. 1990). Therefore, employees are essential to the success of hospitality organizations by providing the key element of service quality.

Low employee turnover is essential in order to provide quality service in the hospitality industry due to the nature of customer-employee contact. A high turnover rate negatively affects service and the resultant cost (Bonn & Forbringer, 1992). For every employee that leaves their position, either voluntarily or involuntarily, it is estimated that replacement costs up to $2,500 in direct and $1,600 indirect costs. (Hogan, 1992).

This study began when management of a local hotel requested an evaluation of the housekeeping department regarding the high rate of turnover among the employees. The full service hotel and conference center in question officially opened in summer of 2009 with a total of 302 rooms priced from $169 to $189 per night. The hotel created approximately 120 part-time and full-time jobs. However, the hotel is plagued with a very high turnover rate resulting in many customer satisfaction issues. In addition, many of the part-time front desk and foodservice jobs are filled by undergraduate students from the hospitality management program at a nearby university, which further complicates the turnover problem. Consequently, this study, a case study utilizing job satisfaction, leader-member exchange, and organizational commitment theories, was undertaken to understand the factors that cause employee turnover in a hotel in the South Plains of Texas.

The Case Study

According to Stake (2000) a case study is "a choice of what is to be studied" (p. 435). Merriam (1998) states that there is much to be learned from a single case study. In reading this research study concerning the high turnover rate among employees of a

single lodging facility in Lubbock, Texas, readers can learn vicariously from an encounter with the case through the researcher's narrative description (Stake, 2000).

Job Turnover and the Lodging Industry

Workplace behavior, according to Moorhead and Griffin (2004), "is a pattern …by members of an organization that directly or indirectly influences the organization's effectiveness" (p. 106). Turnover, when people leave their jobs, can influence a company's performance and productivity. High staff turnover in hotels is a major factor affecting workplace efficiency, productivity, and hotel cost structure (Deery & Shaw, 1997; Lashley & Chaplain, 1999). The hotel labor market has a dual face; on the one hand, it is difficult to attract and retain suitable labor and on the other, lodging has relatively high levels of turnover that represent significant loss of investment in human capital, training, and quality. Labor turnover represents a challenge for contemporary human resource management strategies and practices.

Job Satisfaction, Organizational Commitment, and Leader-Member Exchange

People in an organization develop and express their attitudes about their salary, advancement opportunities, and benefits. According to Moorhead & Griffin (2004), these attitudes and subsequent behavior reflect employee satisfaction with their job, their attachment to their job, and their relationship with their supervisor. The theories of job satisfaction, organizational commitment, and to a lesser extent leader-member exchange (LMX) provided the framework for studying job turnover in this study. A satisfied employee tends to be absent less often, is more productive, and has increased job longevity as opposed to a dissatisfied employee, who may be disruptive and constantly looking for another job. A highly committed employee will envision themselves as a

member of the team, overlook minor sources of dissatisfaction, and see the firm as a source of pride (Moorhead & Griffin, 2004). The LMX theory describes how leaders develop different exchange relationships over time with various subordinates of the same group (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). Leader-member exchange thus refers to those exchanges between a subordinate and his or her leader. A positive leader-member exchange is generally found to be associated with higher overall satisfaction (Graen, Novak, & Sommerkamp, 1982).

Problem Statement

Satisfied employees in the lodging industry are essential to the success and longevity of their respective firms. Employees who are dissatisfied can result in high fiscal, physical, and/or psychological costs to a company. The cost of training one employee is very expensive. Training manuals, trainer expense, and the time it takes the new employee to become productive can add up to a considerable amount of money and hours. The findings of this study have the potential to uncover the sources and factors leading to a high turnover rate among lodging employees thus benefitting hotel management by identifying the needs of their employees and how their quality of life on the job can be improved. Furthermore, results from this case study may help others realize that low employee turnover and employee satisfaction is attainable and affordable to other lodging firms and the various segments of the hospitality industry.

Theory and Framework

In this study, the relationship between hotel employees and their supervisors, job satisfaction, and organizational commitment levels were analyzed. In addition, portions of LMX theory were used to explain the leader-member exchange relationship. There

were three steps in this study. First the needs of lodging employees regarding achieving job satisfaction were identified. Second, the relationships between job satisfaction, organizational commitment, and leader-member relationship in a lodging context were analyzed. Finally, the relationship between organizational commitment, job satisfaction, and leader-member exchange for employees at the lodging facility were illustrated. These relationships were analyzed in respect to employee turnover intentions. Job turnover was explained using the factors related to job satisfaction, organizational commitment, and leader-member exchange.

Research Questions and Hypotheses

1. What is the level of employee job satisfaction in the housekeeping, foodservice, and front desk departments at a specific lodging facility?

2. What is the level of employee organizational commitment in the housekeeping, foodservice, and front desk departments at a specific lodging facility?

3. What is the level of quality perceived by the employee in the leader-member exchange relationship?

4. Is employee job satisfaction related to employee turnover intentions?

5. Is the employee's perception of organizational commitment related to turnover intentions?

6. Is the employee's perception of LMX related to their turnover intentions?

Based on the above questions, the following hypotheses were developed:

H1: Hotel employee job satisfaction is positively related to organizational commitment.

H2: Hotel employee job satisfaction is negatively related to turnover intention.

H3: A high level of organizational commitment is negatively related to turnover

intention.

H4: A high quality LMX is negatively related to turnover intention.

Importance of the Research

      Employees were asked to describe their job satisfaction or dissatisfaction in terms

of their relationship with their supervisor. The employees' responses revealed the

relationship with management and their potential for turnover along with an indication of

job satisfaction based upon their relationship with their supervisor.   The presence or

absence of job satisfaction in this lodging facility example may indicate the level and

quality of organizational commitment of employees toward the hotel.   Thus the results of

this study may help this lodging facility better understand some of the reasons behind

high employee turnover.

      The factors examined include employee's satisfaction with the type of work, pay,

coworkers, and personal relationships at their workplace. Employee's organizational

commitment and their perceived relationship with their supervisor were also examined.

It is possible that younger generations' attitudes and perceptions about careers in the

hospitality industry differ from previous generations, so the study examined differences

between age groups regarding employee satisfaction, organizational commitment, and

perceived employee relationship with their supervisor. Additional data was gathered

regarding the employee's intention to separate from the company; employee satisfaction

level and pay, interpersonal relationships, their job in general, and demographic data was

also collected. All surveyed and interviewed employees spoke and read either English or

Spanish. Therefore, English and Spanish surveys and interviews were offered by the researcher.

Limitations of the Study

Sample size was limited to the number of respondents employed at the lodging facility. As this was a single case study concerning one lodging facility located in the South Plains of Texas, the results may not be generalizable to the lodging industry as a whole. The turnover rate at the facility has been tracked for only the 2009-2010 year. The staff was primarily Hispanic, with many having Spanish as a first language; management was Caucasian and non-Spanish speaking. Data was gathered from only the housekeeping, food service, and front desk departments.

Definitions

Accommodation and foodservices sector - part of the Leisure and Hospitality supersector of the service-providing supersector according to the U.S. Bureau of Labor Statistics (2010). The Accommodation and Food Services sector comprises establishments providing customers with lodging and or preparing meals, snacks, and beverages for immediate consumption. This sector includes accommodation and foodservices because the two activities are often combined at the same establishment. The accommodation subsector consists of the following industry groups: traveler accommodation; recreational vehicle parks and recreational camps; and rooming and boarding houses (U.S. Bureau of Labor Statistics, 2010).

Job satisfaction - positive or negative attitudes held by individuals toward their jobs (Greenberg & Baron, 2008).

Dyad - two persons in a continuing relationship involving interaction (Webster's New World Dictionary, 2005).

Organizational commitment - the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain to maintain membership in the organization (Robbins, 1993). Leader member exchange - a theory suggesting that leaders form different relations with various subordinates and that the nature of such dyadic exchanges can exert strong effects on subordinates performance and satisfaction (Greenberg & Baron, 2008).

Motivation - the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Robbins, 1993).

Separation - an involuntary separation of an employee from an establishment (Bureau of Labor Statistics, 2010)

Quit - a separation of an employee from an establishment that is initiated by the employee; a voluntary separation; a resignation from a job or position (Bureau of Labor Statistics, 2010)

Turnover - separation of an employee from an establishment (voluntary, involuntary, or other) (Bureau of Labor Statistics, 2010).

Turnover rate - the number of total separations during the month divided by the number of employees who worked during or received pay for the pay period that includes the 12th of the month (monthly turnover); the number of total separations for the year divided by average monthly employment for the year (annual turnover) (Bureau of Labor Statistics, 2010).

Chapter II

Literature Review

Theories of employer/employee relationships.

Relationship aspects of the exchange association between a supervisor and an employee are essential to understanding employee attitudes and behavior in the corporate/organizational environment (Jablin, 1979; Napier & Ferris, 1993). Traditional leadership theories explain leadership as a function of the personal characteristics of the leader, the situation characteristics, or the interaction between the leader and the group (Gerstner & Day, 1997). These theories have failed to recognize that the relationship between a leader and an individual subordinate may have an impact upon the attitudes and behavior of the subordinate. Several authors have proposed that leader-member relationships are different, and that each relationship is a distinctive and singular interpersonal relationship within the organizational structure.

Leader-member exchange theory describes how leaders develop different exchange relationships over time with various subordinates of the same group (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). The LMX model provides an alternative approach to understanding the supervisor-employee relationship. Hypothetically, LMX theory is the concept of a developed or negotiated role between leader and member (Dansereau, Graen, & Haga, 1975.) This idea was conceptualized to study the assimilation of administrators into an organization referred to as negotiating latitude.

Negotiating latitude is the extent to which a leader allows a member to identify his or her role development. The negotiating latitude is central to the evolution of the

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quality of the leader-member exchange (Graen & Cashman, 1975). Subordinates who execute their tasks well will be perceived as more reliable by supervisors and will be asked to perform more demanding roles (Dienesch & Linden, 1986). Leaders usually establish a special exchange relationship with a small number of trusted subordinates who function as assistants, lieutenants, or advisors. Therefore, the exchange relationship established with remaining subordinates is substantially different (Yukl, 1994).

The majority of LMX literature separates the subordinate's roles and the value or quality of the LMX into two basic categories depending on the leaders' and members' perceptions of the negotiating latitude: the in-group and the out-group (Dansereau, Graen & Haga, 1975; Graen, Novak & Sommerkamp, 1982; Linden & Graen, 1980; Scandura & Graen, 1984; Vecchio, 1982). The in-group is associated with high trust, interaction and support, and formal and informal rewards. These members are given more information by the supervisor and report greater job latitude. The in-group will make organizational contributions that extend beyond their formal job duties and take on responsibility for completing work that is most important to achieving group success (Linden & Graen, 1980). The out-group is characterized by lower degrees of trust, interaction, support, and rewards. Relationships with the out-group tend to be limited by the employment contract. The out-group performs the more mundane and routine tasks, and their relationship with their supervisor is more formal (Linden & Graen, 1980). Memberships of both out-group and in-group develop very early in the relationship and are usually stable (Graen & Cashman, 1975)**.**

Dansereau, Graen, and Haga (1975) use the term vertical dyad linkage (VDL) to describe the dyadic relationship between a leader and a subordinate's LMX. Vertical

dyad linkage theory focuses on reciprocal influence processes within dyads. Graen (1976) also argued that research should focus on the behavior of the leader and the subordinate, rather than the supervisor and his or her work group. In a similar way, social exchange theory (Emerson, 1962) recognizes how dyadic relations develop within the social context. Social exchange theory describes how power and influence among leaders and members are conditioned on the availability of other partners from whom leaders and members can obtain valued resources. It has been noted by Blau (1964) that there are differences between social and economic exchange, particularly that social exchange tends to produce feelings of personal obligation, gratitude and trust, whereas economic exchanges are based on negotiated contracts.

This distinction between social and economic exchange is fundamental to the way in which out-group or low quality exchanges and in-group or high quality exchanges have been distinguished in LMX research (Linden & Graen, 1980; Linden, Wayne, & Stilwell, 1993). Low quality leader-member relations have been characterized in terms of economic exchanges that do not progress beyond the employment contract, whereas high quality leader-member relations have been characterized by social exchanges that extend beyond the employment contract.

Development of LMX.

Leader-member exchange is the result of role-taking, role-making, and role-routinization behaviors exhibited by both supervisor and subordinate (Graen & Cashman, 1975; Graen, 1976; Graen & Scandura, 1987). The first of these interactions occurs when the supervisor initiates an assignment of duties and begins to evaluate the behavior

of the member, and a decision regarding responses to the subordinate then follows. This initial process is called role-taking. The leader also collects information regarding the member's potential for tasks during this period. The exchange in the role-taking phase is based on economic transactions (Graen & Scandura, 1987).

When the role-taking stage is completed, the role-making phase begins. Role-making is a continuation of the LMX developmental process in which further exchanges are made (Bauer & Green, 1996). Graen and Uhl-Bien (1995) called this the acquaintance stage where the leader- member interaction progresses; their reactions to different situations and relationship boundaries are established (Graen & Scandura, 1987). For this dyadic relationship to develop into a high quality exchange relationship, the exchange becomes more socially based and less financially based (Graen & Uhl-Bien, 1995). Conversely, if the relationship is not evolving to the next level, the relationship will remain based on the employment contract (Bauer & Green, 1996). When this process operates, the leader and member negotiate, because collaboration on tasks is exchanged for a dyadic social structure. Therefore, role-making is built on the mutual contribution of valued resources. Each party must offer something that the other party sees as valuable, and each party must see the exchange as reasonably fair (Graen & Scandura, 1987). This is the stage at which behavioral aspects of trust come into play. The leader is taking a risk by delegating work to the member (Bauer & Green, 1996).

After the role-making stage, the behaviors of a leader and a member are much more predictable because roles become routine. The exchange is maintained over time through the process of collaboration on different tasks. The dyadic relationship that develops interlocked behaviors involves the relational dimensions of trust, respect,

loyalty, liking, support, and quality. The exchange of resources between leader and member is controlled by mutual expectations (Graen & Scandura, 1987). However, due to the limited resources available to leaders for exchange and the investment of time necessary, a high quality of exchange tends to be developed and maintained in a limited number of leader-member dyads (Dienesch & Linden, 1986; Graen, 1976).

Theories of job satisfaction and organizational commitment.

Job satisfaction is one of the most widely studied and measured constructs in organizational behavior and management literature. Interest in job satisfaction comes from its relationships to other substantial organizational outcomes including absenteeism, organizational commitment, turnover, and performance (Smith, 1992). The theoretical definition of job satisfaction includes evaluative or expectancy components. Locke (1976) defined job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job or job experience. Similarly, Mottaz (1988) regarded job satisfaction as an affective response resulting from an evaluation of the work situation.

The current work environment is characterized by extreme instability regarding organizational change. This affects most industries and creates a need for understanding how to keep employees productive, committed at work, and thus calls for the study of job satisfaction and related factors (Smith, 1992). It is widely accepted that job satisfaction is a function of work-related rewards and values (Vroom, 1964; Kalleberg, 1977).

Most approaches to job satisfaction are based on the theories of motivation and attitudes towards work developed by Maslow, Vroom, and Herzberg. Maslow (1943) hypothesized that within every human being there exists a hierarchy of needs, which

include psychological, safety, social, esteem, and self-actualization. Maslow's hierarchy of needs theory suggests that although no need is ever fully gratified, a substantially satisfied need no longer motivates. Thus, it is critical that an organization understands what level of the hierarchy an employee is currently on and focuses on satisfying needs at or above that level (Robbins, 1993).

Vroom's (1964) expectancy theory has also influenced the development of the construct of job satisfaction. Expectancy theory argues that the strength of a tendency to behave in a certain way depends on the strength of an expectation that a given outcome stems from the act and on the attractiveness of that outcome to the individual. Thus, expectancy theory predicts that an employee will perform at a high level of effort if he or she perceives that there is a strong relationship between effort and performance, performance and rewards, and rewards and satisfaction of personal goals (Robbins, 1993).

Herzberg's (1966) motivation-hygiene theory states that there are two factors which affect the individual's satisfaction or dissatisfaction with work. According to this two-factor theory, intrinsic factors such as employees' opportunity for personal achievement, recognition from supervisors, the work itself, and growth are related to job satisfaction. Conversely, extrinsic factors such as company policy, administration, supervision, and working conditions are associated with job dissatisfaction.

Many have supported job redesign as a means of enhancing job satisfaction by making jobs more interesting (Herzberg, 1968; Herzberg, Mausner, & Snyderman, 1959). This redesign is achieved by changing the characteristics of a persons' job and tasks. Job characteristics refer to the content and nature of job tasks themselves (Spector, 1997).

The most influential theory of how job characteristics affect people is Hackman and Oldham's (1980) job characteristics theory. The basis of this theory is that people can be motivated by the intrinsic satisfaction they find in doing job tasks. When people find that their work is meaningful, they will like their jobs and will be motivated to perform their jobs well.

According to Spector's job characteristics theory (1997), the five basic traits that can be applied to any job are skill variety, task identity, task significance, autonomy, and feedback. These five characteristics are thought to lead to three psychological states that relate to the job. These three states include the experienced meaningfulness of the work, the experienced responsibility for the work outcomes, and knowledge of the actual results of the work. Skill variety, task identity, and task significance combine to produce a meaningful work experience. Autonomy leads to feeling of responsibility, and feedback results in knowledge of the results of the products of work. The three psychological states then contribute to critical outcomes of job satisfaction and employee motivation. This means that the more often these psychological states are present, the greater will be the employee's motivation, performance, and satisfaction.

In terms of measurement, job satisfaction can be considered as a global feeling about the job or as a related area of attitudes about various facets of the job. The global approach is used when the overall attitude is one of interest. On the other hand, the facet approach is used when one wishes to find out which parts of the job produce satisfaction or dissatisfaction. The facet approach is useful in that it can supply companies with the opportunity to identify areas of dissatisfaction that they can improve upon (Spector, 1997). A job satisfaction facet can be related to any aspect of a job including rewards,

coworkers, supervisors, the work itself, and the organization. Spector (1997) notes that the facet approach can provide a more complete picture of an individual's job satisfaction than the global approach because an individual can have different feelings about the various facets of the job. An example would be the individual might like their coworkers and dislike their pay.

Organizational commitment has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations. Approaches to the study of organizational commitment have been classified in terms of two perspectives: attitudinal and behavioral (Mowday, Steers, & Porter, 1979). Attitudinal perspectives define organizational commitment in terms of cognitive and affective responses and attachment to the organization. The behavioral perspective focuses on the actions that attach an individual to an organization. Becker (1960) used the side-bet model to explain the value of organizational commitment. The model refers to the loss of investments perceived by the employee if they decided to leave the organization. Becker defined commitment as the tendency to engage in consistent lines of activity thus maintaining membership in the organization. These lines of activity involve staying with the organization and the perceived costs associated with leaving the organization, including the loss of benefits, the disruption of personal relations produced by moving to another location, and the effort of seeking a new job. In the behavioral paradigm, organizational commitment is distinguished from other behaviors that are beyond the normative organizational expectations of the individual. Thus, the behavioral perspective focuses on the overt manifestations of commitment (Mowday et al., 1979).

On the other hand, attitudinal commitment exists when the identity of the person is linked to the organization (Sheldon, 1971). Hall, Schneider, and Nygren (1970) also stated that when the goals of the organization and those of the individual become increasingly integrated or congruent, attitudinal commitment occurs. Thus, attitudinal commitment represents a state in which an individual identifies with a particular organization and its goals and maintains membership in order to facilitate these goals (Mowday et al., 1979).

Most definitions of organizational commitment describe the construct in terms of the extent to which an employee identifies with and is involved with an organization (Curry, Wakefield, Price, & Mueller. 1986). For example, Steers (1977) defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Mowday et al. (1979) defined organizational commitment as an affective response which moves beyond passive loyalty to an organization. Porter, Steers, Mowday, and Boulian (1974) identified three related factors of organizational commitment: (a) a strong belief in an organization's goals and values, (b) a willingness to exert considerable effort for the organization, and (c) a strong desire to maintain membership in the organization.

Organizational commitment differs from the concept of job satisfaction. Organizational commitment focuses on attachment to the employing organization, while job satisfaction emphasizes the specific task environment where an employee performs his or her duties. Moreover, organizational commitment appears to develop slowly but consistently over time as employees think about their relationship with the organization.

This type of commitment is less affected by day-to-day events in the workplace (Mowday et al., 1979).

There is a growing consensus that organizational commitment is a multidimensional construct, and various approaches have been taken to identify its dimensions. DeCotiis and Summers (1987) said that organizational commitment is a two-dimensional construct. The first dimension centers on organizational goal and value internalization while the second dimension centers on role involvement in terms of these goals and values. Thus, organizational commitment can be defined as "the extent to which an individual accepts and internalizes the goals and values of an organization and views his/her organizational role in terms of its contribution to those goals and values" (DeCotiis & Summers, 1987 p. 448). Meyer and Allen (1991) developed a multidimensional model of organizational commitment based on three distinct themes. Specifically, organizational commitment has been viewed as an affective orientation toward the organization (Mowday, Steers, & Porter, 1982), a recognition of the costs that are associated with leaving an organization (Becker, 1960), and a moral obligation to remain with the organization (Weiner, 1982). Meyer and Allen (1991) argued that the psychological states reflected in these different definitions of organizational commitment are not mutually exclusive. They referred to these states as components of organizational commitment. These include affective commitment (emotional attachment), continuance commitment (cost-based), and normative commitment (obligation). Mathieu and Zajac (1990) noted that the various definitions and measures share a common theme in that organizational commitment is considered to be a bond or linking of the individual to the organization.

On the other hand, O'Reilly and Chatman (1986) categorized the various aspects of commitment using a different approach. They argued that organizational commitment reflects the psychological bond that ties the employee to the organization, but that the nature of the bond can differ. They also suggested that the psychological bond between an employee and an organization can take three forms: compliance, identification, and internalization. Compliance occurs when employees adopt certain attitudes and behaviors in order to gain rewards. Identification involves the acceptance of influence in order to maintain a satisfying relationship with the organization. Internalization occurs when the induced attitudes and behaviors are congruent with the employee's own values (Meyer, 1997). However, the impact of O'Reilly's classification has been weakened by the fact that it has been difficult to distinguish between identification and internalization because the measures tend to correlate highly with one another and to show similar patterns of correlations with measures of other variables (Caldwell, Chatman, & O'Reilly, 1990; O'Reilly, Chatman & Caldwell, 1991).

Relationship among LMX, satisfaction, and organizational commitment.

Most leadership theories propose that leader behavior can be acquired by training and that leaders will treat all subordinates in the same way. The LMX model of leadership states that it is doubtful that all subordinates will be treated in the same manner (Korsgaard, Schweiger, & Sapienza, 1995). The basic value of LMX is the ability to predict certain outcomes and is generally found to be associated with positive performance-related and attitudinal variables. These variables include: (a) higher performance ratings (Linden & Graen, 1980; Linden, Wayne, & Stilwell, 1993), (b)

higher overall satisfaction (Graen, Novak, & Sommerkamp, 1982; Rosse & Kraut, 1983; Scandura & Graen, 1984), (c) greater satisfaction with supervisor (Duchon, Green, & Taber, 1986), (d) stronger organizational commitment (Duchon, Green, & Taber, 1986; Nystrom, 1990), and (e) more positive role perceptions (Snyder & Bruning, 1985). On the other hand, LMX is negatively related to turnover (Graen, Linden, & Hoel, 1982) and intention to quit (Vecchio & Gobdel, 1984).

Linden and Graen (1980) found that out-group members who reported spending less time on decision making were less likely to volunteer for special assignments or for extra work and were rated by the leader as being lower on overall performance than in-group members. Rosse and Kraut (1983) found that members' negotiating latitude was positively related to their job satisfaction and negatively related to their job problems. It has also been found that training interventions designed to improve supervisors' understanding and helpfulness in dyadic relations significantly improved the job satisfaction of members who initially had low-quality exchanges with their leaders (Scandura & Graen, 1984). Nystrom (1990) examined the quality of vertical exchanges between managers and their bosses and found that managers who experience low-quality exchanges with their bosses tend to feel little organizational commitment, whereas managers with high-quality exchanges express strong organizational commitment.

Turnover intentions.

Mobley (1977) pioneered a comprehensive explanation for the psychological process underlying withdrawal. According to his formulation of the withdrawal decision process, dissatisfaction leads to thoughts about quitting as provided in Figure 1. There are

a number of possible mediating steps between dissatisfaction and actual quitting. First, one of the consequences of dissatisfaction is to encourage thoughts of leaving. These thoughts stimulate consideration of the expected utility of a job search and the costs of quitting. The next step would be the behavioral intention to search for an alternative. The intention to search is followed by an actual search. If alternatives are available, an evaluation of these alternatives is initiated. The evaluation of alternatives is followed by a comparison of the present job to the alternatives. If the comparison favors the alternatives, it will inspire a behavioral intention to quit, followed by the actual withdrawal.

Hanisch and Hulin (1990, 1991) presented empirical evidence supporting the distinction between two types of composite organizational withdrawal constructs: work and job. Work withdrawal involves behaviors which unhappy employees use to avoid certain aspects of work or to minimize time spent on tasks while maintaining their organization and work role membership. Job withdrawal, however, encompasses employee efforts to leave their organization and work role. The authors also define job withdrawal as a set of behaviors dissatisfied individuals enact to avoid participation is dissatisfying work situations.

Evaluation of Existing Job

↓

Experienced Job Satisfaction/Dissatisfaction

↓

Thinking of Quitting

↓

Evaluation of Expected Utility of Search and Cost of Quitting

↓

Intention to Search for Alternatives

↓

Search for Alternatives

↓

Evaluation of Alternatives

↓

Comparison of Alternatives vs. Present Job

↓

Intention to Quit/Stay

↓

Quit/Stay
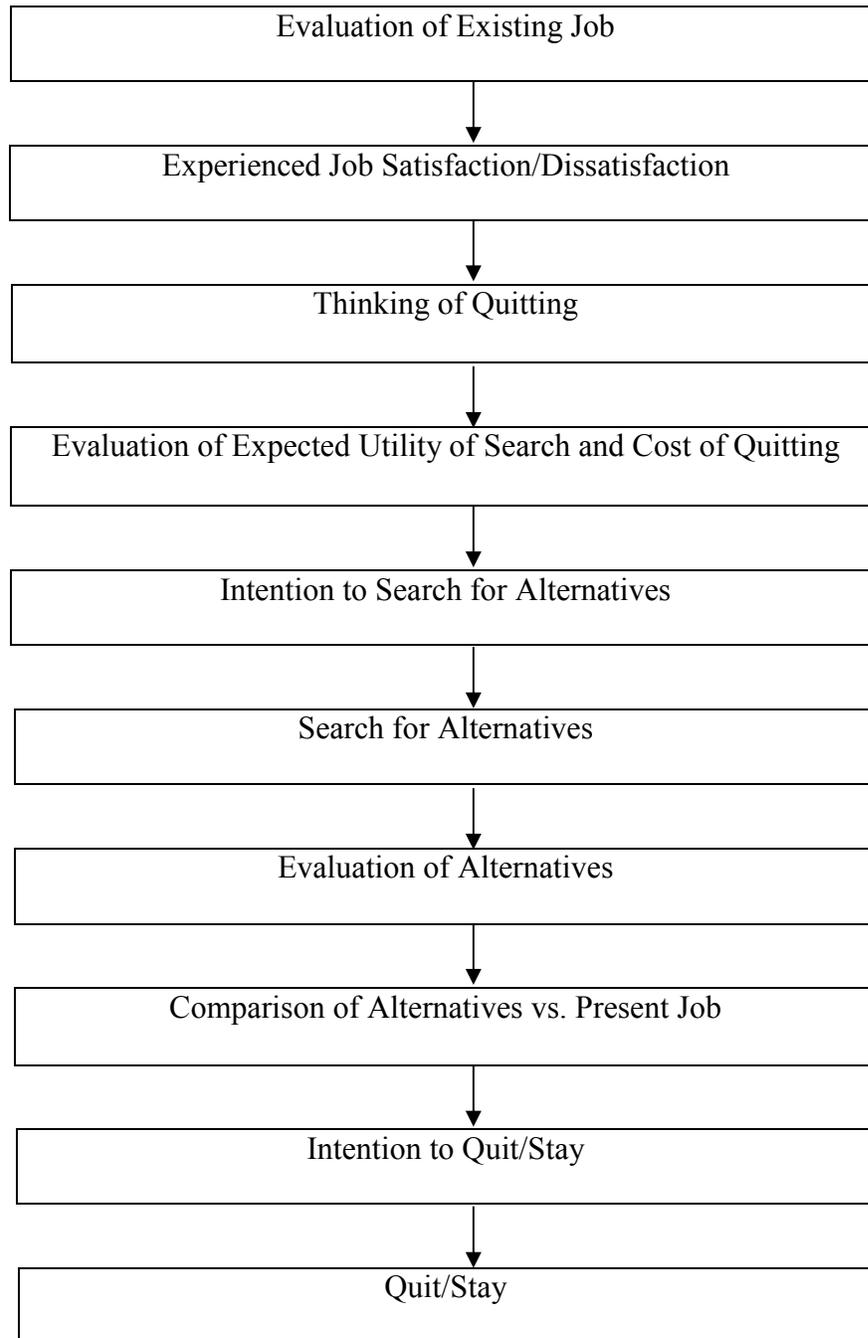
Figure 1. Model of the Employee Turnover Decision Process. Adapted from Mobley's "Intermediate linkages in the relationship between job satisfaction and employee turnover."

As Hanisch and Hulin (1990, 1991) noted, the job withdrawal construct consists of items for measuring each of three indicators: turnover intentions, desire to retire, and intended retirement age. Operationally, Hom and Griffeth (1991) argued that withdrawal cognitions consist of three items: thinking of quitting, intent to search, and intent to quit. They tested several models of linkages between job satisfaction and turnover using both cross-sectional and longitudinal studies. In their first study, confirmatory factor analysis was used to evaluate specific withdrawal cognitions that contributed to turnover. In the second part of their study, they tested the effect of withdrawal cognitions on job search and turnover behavior over time. The results indicated that universal cognition can reasonably abridge particular withdrawal cognitions. Thus, the results re-stated the concept that withdrawal cognitions as a unitary concept. The unitary concept approach was used in this study in which indicators of intent to leave, intent to search, and likelihood of leaving are all proposed as measures for turnover intentions.

Case studies.

Case study research has been characterized in terms of the process of doing a case study, or in terms of the end product (Yin, 1994). For the purposes of this research, case studies are defined as "an exploration of a bounded system or a case over time through detailed, in-depth data collection involving multiple sources of information rich in context." (Creswell, 1998, p.61). Stake (2000) implied that a case study is less of a methodology choice than a "choice of what is to be studied." The study of a bounded system can include qualitative, quantitative, and historical data; the focus of this case study included some of all three. Qualitative case studies share with other forms of

research to extract meaning and understanding, with the researcher as the primary instrument of data collection and analysis (Merriam, 2002). This requires an inductive investigative strategy with the end product being richly descriptive. In this study qualitative data was gathered utilizing interviews.

The quantitative research refers to the "methods or procedures" the researcher will "apply in attempting to understand the data" (Hinkle, Oliver, & Hinkle, 1985). The quantitative data collection instrument in this study was a questionnaire to analyze the structures, central tendencies, and spreads of the individual variables being studied (Sweet & Grace-Martin, 2008). Quantitative data was necessary to examine the relationships between the variables "in isolation from the other variables" (Sweet et al., 2008, p. 212). This data yielded content in the form of tables and written descriptions of the relationships observed in this case study.

Historical data in the form of employee exit interview results contributed important benchmark data. The exit interviews were reviewed and analyzed on two separate occasions and yielded relevant descriptive statistics.

The process of conducting a case study begins with the selection of the "case." The selection is "done purposefully, not randomly; that is, a particular person, site, program, process, community, or other bounded system is selected because it exhibits characteristics of interest to the researcher" (Merriam, 2002, p.179). It has been argued that what is learned in a particular case can be transferred to similar situations and that the reader, not the researcher, determines what can apply to his or her context (Erickson, 1986). This transfer or exchange of knowledge has been explained as "reconstructing the knowledge in ways that are…more likely to be personally useful" (Stake, 2000, p. 442).

There has been case study research examining employee turnover in a manufacturing setting (Nelson, 2007) as well as lodging and foodservice environment (Woods & Macaulay, 1989). Other research studies concerning employee turnover in hospitality industry include hotel employee performance measurement (Haktanir & Harris, 2005), hotel employee motivation (DiPietro & Condly, 2007), resort labor turnover (Sims, 2007), and casino employee turnover (Agrusa & Lema, 2007. A rather large quantitative case study has compared employee turnover among various restaurant and hotel chains (Woods & Macaulay, 1989), and employee satisfaction within the industry as a whole was qualitatively examined (Poulston, 2009). However, there has not been a singular case study, using both quantitative and qualitative research methods on this subject.

Chapter III

Methodology

The surveys and interview questions used in this study were approved by the Internal Review Board at Texas Tech University. Both English and Spanish surveys were provided (Appendix A), and English and Spanish interview questions were also available (Appendix B).

Validity and reliability of the survey instrument.

A survey to be distributed to the lodging facility employees was developed in part using the Job Diagnostic Survey (JDS) as a reference (Hackman & Oldham, 1975). The JDS was designed to measure employee satisfaction with his or her job. Job satisfaction was measured using five facet items from JDS because employees can have different attitudes about different facets of their job. For example, employees might like their fellow workers but dislike their salary (Spector, 1997). Thus, a facet approach gives a more precise description of an employees' satisfaction with their jobs. In addition, the scale used multiple items for more reliability and a more complete assessment of a facet. A single item may not cover all the aspects that multiple items would; multiple items to allow for more specific questions and a more complete assessment of the facet (Spector, 1997). The JDS includes a 14 item scale (Table 1) to measure five specific satisfactions. Satisfaction with job is addressed in questions 2 and 9; job security in questions 1 and 11; social interactions in questions 4, 7 and 12; supervisory questions in 5, 8 and 14; and growth satisfaction in questions 3, 6, 10 and 13. The format for the facet items is a 5-point scale ranging from "disagree," rated as one, to "agree," rated as five.

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Table 1

Job Diagnostic Survey Used to Measure Job Satisfaction

1.   I am satisfied with the amount of job security I have.

2.   I am satisfied with the amount of pay and fringe benefits I receive.

3.   I am satisfied with the amount of personal growth/development I get in doing my

        job.

4.   I am satisfied with the people I talk to and work with on my job.

5.   I am satisfied with the degree of respect and fair treatment I receive from my

        supervisor.

6.   I am satisfied with the feeling of worthwhile accomplishment I get from doing

        my job.

7.   I am satisfied with the chance to get to know other people while on the job.

8.   I am satisfied with the amount of support and guidance I receive from my

        supervisor.

9.   I am satisfied with the degree to which I am fairly paid for what I contribute to

        this organization.

10.   I am satisfied with the amount of independent thought and action I can exercise

        in my job.

11.   I am satisfied with how secure things look for me in the future in this

        organization.

12.   I am satisfied with the chance to help other people while I am at work.

13.   I am satisfied with the amount of challenge in my job.

14.   I am satisfied with the overall quality of the supervision I receive in my work.

In order to measure organizational commitment, the nine-item short version of the Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974) was used. The range of scores was from one to five, with five the maximum organizational commitment by an individual and one the least (Table 2). The reliability and validity of OCQ is evidenced by Porter et al. (1974) and Steers (1977).

Table 2

Organizational Commitment Scale

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

2. I talk up this organization to my friends as a great organization to work for.

3. I would accept almost any type of job assignment in order to keep working for this organization.

4. I find that my values and the organization's values are very similar.

5. I am proud to tell others that I am part of this organization.

6. This organization really inspires the very best in me in the way of job performance.

7. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

8. I really care about the fate of this organization.

9. For me this is the best of all possible organizations for which to work.

The definition of turnover intentions is the relative strength of an individual's desire or intent to leave an organization. It is operationally defined by three indicators:

thinking of quitting, intent to search, and intent to quit (Hom & Griffeth, 1991). The turnover intentions scale was created as a part of the Michigan Organization Assessment Questionnaire (Table 3) (Cammann, Fichman, Jenkins, & Klesh, 1979).

Table 3

Employee Turnover Intentions Scale

1. I often think about quitting.

2. It is very likely that I will actively look for a new job in the next year.

3. I will leave this organization in the next year.

Based on these scales, a questionnaire was developed to examine employee perceptions and attitudes regarding job satisfaction, organizational commitment, turnover intention as well as demographic data. The questionnaire was translated into Spanish by a university professor fluent in Spanish, and a former Spanish doctoral student translated the Spanish questionnaire back into English. Both the Spanish and English translations were compared to ensure the questions were identical, and they are located in Appendix A.

Qualitative data measurement of leader-member exchange.

It has been hypothesized that leader-member exchange is a superior predictor of employee turnover (Dansereau, Cashman, & Graen, 1973). In order to measure the quality of employee exchange with their supervisor, the five-item scale developed by Graen, Novak, & Sommerkamp (1982) was administered to six employees (two from three different hotel departments) through an individual interview conducted by the researcher. The smaller sample size was selected based on time limitations. Table 4

depicts the items that were discussed during the interview. Questions one through five addressed the supervisor/employee relationship with questions six through eight added to assess how leader-member exchange quality relates to turnover intention.

Table 4

LMX and Turnover Intention Scales

1. How flexible do you believe your supervisor is about evolving change in your job? (supervisor is enthused about change, supervisor is lukewarm about change, supervisor sees little need to change, supervisor sees no need to change).

2. Regardless of how much formal organizational authority your supervisor has built into his/her position, what are the chances that he/she would be personally inclined to use his/her power to help you solve problems in your work? (he certainly would, probably would, might or might not, no).

3. To what extent can you count on your supervisor to "bail you out," at his/her expense, when you really need him/her? (certainly would, probably, might or might not, no).

4. How often do you take suggestions regarding your work to your supervisor? (almost always, usually, seldom, never).

5. How would you characterize your working relationship with your supervisor? (extremely effective, better than average, about average, less than average).

6. Do you plan on looking for a new job within the next year? (yes, no, maybe)

7. How often do you think of quitting this job? (never, occasionally, once a week, once a day)

8. Do you plan on leaving this organization within the next year? (yes, no, maybe)

Based on previous research studies (Graen, Liden, & Hoel, 1982), Cronbach's coefficient alpha for LMX scale was .80, which indicates a high rate of internal consistency among the test items thus ensuring the measurement of the employees' turnover intentions.

Population and sample.

Members of the housekeeping staff, foodservice staff, and front of house staff at the selected lodging facility were surveyed. No members from other departments were surveyed. At the time of the survey distribution, the lodging facility employed approximately 32 housekeepers, 50 food service staff, and 35 front desk clerks. Approximately 50% of the department personnel were surveyed or 16 housekeepers, 25 food service staff, and 18 front desk clerks. Housekeepers interviewed were full-time, front desk were part-time, and half of foodservice employees were full-time. The employees were chosen by a simple random sampling method. To measure leader-member exchange quality, six employees were individually interviewed to examine hotel employees' perceptions of their relationship with their immediate supervisor (leader-member exchange.) Random sampling was used for selecting interview participants. In addition, three managers (out of six) volunteered to be interviewed.

The researcher coordinated with the lodging facility general manager to identify a day of the week when the maximum numbers of employees from each department were available to be surveyed. Surveys were completed by employees during their lunch break until a quota of sixty was obtained. Employees were provided either an English or Spanish version of the survey along with a pencil that the employees were allowed to

keep. Employees completed the survey at the tables where they ate lunch and returned the completed surveys to a sealed response box. The average time for completion was 15 minutes. Employees who completed a survey were provided $10 cash.

The survey data was analyzed using SPSS. Descriptive statistical methods of frequency distribution and percentages were used to analyze the data characterizing the demographics and variables being researched. ANOVA was used to detect any significant difference in the group means of the variables. Multiple regression analysis was used to show the strength and association of the variables.

Employees to be interviewed were randomly selected to participate from those who did not complete the written survey. Interviews were conducted away from the hotel at a local coffee shop and the Texas Tech University Rawls School of Business rotunda during non-working hours. Interviews were conducted during the first two weeks in January 2011. Interviewed employees were provided $50 in cash. Managers received no incentive for the interview. Two employees from each department were interviewed: housekeeping (2), foodservice (2), and front desk (2). Three members of the hotel management staff also agreed to be interviewed bringing the total to nine respondents. All interviews were conducted in English and recorded by the researcher and no one else. No interviews were conducted in Spanish. Eight questions were asked of nine employees, six were staff from the three departments studied and three were managers of those departments (one was the general manager).

Systematic analytical processes described by Krueger and Casey (2009) were followed to analyze the content of the interview data which consisted of qualitative content analysis regarding observation notes, exit interview notes, and interview

transcripts. The following factors were considered: words, context, internal consistency, frequency of extensiveness of comments, intensity of comments, and specificity of responses. The analysis was performed by the researcher with an assistant. The employee responses to each question were analyzed before the managers' responses. In analyzing the interview data, a coding scheme was employed to analyze verbatim translations to identify and describe the areas of agreement and disagreement.

Chapter IV

Results and Discussion

Overview

The findings presented in this chapter are the results of data that was analyzed during the study of job turnover and its causes for a full service hotel in the South Plains of Texas. The chapter also presents descriptive statistics gathered from the questionnaire and exit interviews and the content analysis derived from employee interviews. The statistical results from testing and evaluating both research questions and hypotheses are also examined. The research questions and hypotheses follow:

Research Questions and Hypotheses

1. What is the level of employee job satisfaction in the housekeeping, foodservice, and front desk departments at a specific lodging facility?

2. What is the level of employee organizational commitment in the housekeeping, foodservice, and front desk departments at a specific lodging facility?

3. What is the level of quality perceived by the employee in the leader member exchange relationship?

4. Is employee job satisfaction related to employee turnover intentions?

5. Is the employee's perception of organizational commitment related to turnover intentions?

6. Is the employee's perception of LMX related to their turnover intentions?

Based on the above questions, the following hypotheses were developed:

H1: Hotel employee job satisfaction is positively related to organizational commitment.

H2: Hotel employee job satisfaction is negatively related to turnover intention.

H3: A high level of organizational commitment is negatively related to turnover intention.

H4: A high quality LMX is negatively related to turnover intention.

Demographic Statistics

Questionnaire respondent demographics.

The demographic data for the current hotel population was taken from information provided by the employees when they completed the questionnaire. At the time of the survey, the hotel employed a total of 157 people. The largest department in the hotel was housekeeping with 38 employees, foodservice was next with 29, and the front desk with approximately 25 employees, three-quarters of which were college students. A sample of 60 employees from the three departments completed the questionnaire. The frequency distributions (percentage) describe the characteristics of a typical employee/respondent at the hotel being studied. The typical employee was female (62.0%), Hispanic (42.4%), a high school graduate (36.7%), and between the ages of 26-40 (42.0%). The data in Table 5 show the distribution of the respondents by age, department and their tenure in that department. Almost 73% percent of employees have job tenure of one year or less with 30% of those employees for less than three months. Only 27% of employees worked at the hotel for over one year. Of the employees that have been at the hotel for more than one year, 62% were employed in housekeeping. Age group 26-40 was originally two groups that were truncated to achieve proper cell count for crosstabs. The age group 21-25 years of age accounted for 37% of employees, ages 26-40 accounted for 44% of the total number of employees. Thirty-four percent of the

age group 26-40 had been employed more than one year at the hotel. No employee who completed the survey was older than 40.

Table 5

Employee Job Tenure by Hotel Department and Age Group

	1-3 months	4-6 months	7-12 months	> 1 year
Housekeeping	5	6	4	10
Foodservice	9	1	6	4
Front Desk	2	4	2	1
Sales	0	2	2	1
Ages 16-20	5	1	5	0
Ages 21-25	5	6	4	7
Ages 26-40	6	6	5	9

The frequency observed between age group and department is found in C. The data shows that 68% of housekeepers were between the ages of 26-40, and 62.5% of front desk employees were under the age of 25. Foodservice employees were almost equally distributed throughout all age groups.

Exit interviews.

In October 2009 and June 2010, exit interviews of former employees were examined. The time differential was planned to see if the number of exit interviews increased or decreased denoting a higher or lower turnover in the employee pool over time. The first examination took place in October of 2009, when 59 employees had been terminated or had voluntarily left their positions since the hotel opened in mid-July of the same year. From October 2009 until June 2010, the total number of former hotel

employees was 194. The total number of employees (three departments only) who have quit/terminated since the hotel opened in July 2009 until June 2010 was 253 or just over 23 employees per month. The turnover rate for this period was 27.7% or five times the national rate of 4.7% (BLS, 2010). The data in Table 7 displays numerical and percentage differences by department over this time period. Data from the first exit interview analysis in October 2009 shows that employee turnover rate at the hotel was 45.3%. For the June 2010 analysis of exit interviews, the turnover rate was 20.8%. The housekeeping department showed a significant decrease in termination/quit percentage, while foodservice and front desk both showed increases.   A San Francisco research group found that overall hotel employee turnover had increased over a ten year period from 47.8% to 53% (Donoho, 1997). It would then follow that the subject hotel would have shown a similar increase instead of a reduction in turnover numbers. The numbers are remarkable because management has experienced similar or higher turnover during the same period. Another hotel case study identified an open door policy, a peer review program, regular opinion surveys and an enhanced promotion policy as the main factors that reduced their turnover rate from 66.5% in 1999 to 57% in 2000. (Hotels News Resource, 2000). A similar implementation of new training and communication routines at the hotel may have accounted for the improved turnover numbers at the hotel. Another explanation for the decrease in turnover at the selected hotel may be related to the newness of the facility. Initially, working for the new luxury hotel likely appealed to a group of people not familiar with the hotel environment. Once they were on the job, they found it not to their liking and quickly left their positions as confirmed by the large number who quit during their first week.

Table 6

Comparison of Turnover Rate by Department (2009 & 2010)

Department	October 2009	June 2010
Housekeeping	36 (61%)	101 (52%)
Foodservice	18 (30.5%)	72 (37%)
Front Desk	5 (8.4%)	21 (10.8%)
Total	59	194

Exit interviews numbered 155 for a response rate of 61.3%. The results of the exit interview analysis are presented in Appendix D. Over fifty percent of the respondents were from housekeeping department, 40.7% from foodservice, 6.8% from reservations/front desk, and 1.7% from other departments. Of the 155 respondents, 89.8% quit and 10.2% were fired. Thirty five percent of employees left the job within the first week of employment. When responding to the "Reasons for leaving" question on the exit interview, management completed the "no show" option 35.6% of the time, and employees completed "no comment" 30.5%. "bad conditions" 16.9%, "family" 10.2%, and "other job" 6.8%.

After the exit interviews were examined and analyzed, hotel employees and managers were interviewed. The demographic characteristics of the employees and managers who were interviewed were:

- Four males (two early 20's, two mid-50's)

- Five females (two early 20's, two early 30's, one mid to late 40's)

- Males all Caucasian; Females 2 Caucasian, 1 Hispanic, 1 Asian

- Six were college educated (two graduated; four in attendance); two high school graduates; one did not graduate from high school.

Job Satisfaction.

The Job Diagnostic Survey (JDS) and Organizational Commitment Questionnaire (OCQ) were combined with the Turnover Intentions Scale (TIS) to explore the factors that were related to an employee's attitude toward their job and their intention to stay or not stay in the job. The data was gathered from housekeeping, food service and front desk employees within the hotel. Data was used to assess current hotel employees' perceptions and attitudes and to test for significant differences between the populations. The statistical information in this study was analyzed using SPSS (2010), and significance was determined at an Alpha of .05. The JDS data were used to assess satisfaction levels related to type of work, advancement opportunities, co-worker relationships, and salary/benefits. The OCQ data were used to assess employee commitment levels related to organizational values, job feelings, and separation intentions. The TIS was used to measure employees' intentions regarding quitting the organization. The reason for combining the scales is to differentiate questions that required the employee to consider overall job satisfaction, commitment to the organization, and the intention to quit.

Analysis of Research Questions

Research question one job satisfaction.

In order to evaluate the first research question "what is the level of employee job satisfaction in the housekeeping, foodservice, and front desk departments at a specific lodging facility," the relationship with hotel employees and their job was examined

regarding their overall job satisfaction. The JDS scale was used to gather data from the

three hotel departments being studied. Initial data analysis in Table 8 shows the

frequencies by department regarding overall satisfaction with their present job. The

mean values for each satisfaction level are listed in parentheses. Housekeeping rated

their job satisfaction highest (72.0%), followed by foodservice (52%), then and front desk

(44%). Among all three departments, 22% of employees experienced neutral satisfaction

from their work. The mean for employee's present job satisfaction was 3.767 and the

standard deviation was 1.178. The responses varied from a minimum of zero to a

maximum of 5.

Table 7

Employee Perception of Job Satisfaction by Hotel Department

	Housekeeping	Foodservice	Front Desk
Low satisfaction (≤ 2.99)	4	4	3
Neutral satisfaction ($= 3$)	3	8	2
High satisfaction (> 3)	18	13	4
Total	25	25	9

In order to extract the factors that explain *job satisfaction*, 20 independent

variables were examined by factorial analysis. Internal consistency was computed using

Cronbach's Alpha, which resulted in a coefficient alpha for job satisfaction of .841.

Pearson Correlation Coefficients computed for job satisfaction factors resulted in

approximately 71% of the variance in job satisfaction ($R^2 = .710$) was accounted for by

pay fair, *job challenge*, *enough work hours*, and *flexible schedule*. Multiple regression

analysis was completed to evaluate the prediction of job satisfaction based upon these

factors. Surprisingly, *pay fair* contributed the least to overall job satisfaction, less than getting enough hours, having flexible hours, and having a challenging job. These results support those who believe job satisfaction is enhanced by changing the content, nature, and characteristics of the job, not necessarily through pay (Herzberg, 1968; Herzberg, Mausner, & Snyderman, 1959; Spector, 1997). This finding is particularly characteristic of Herzberg. Significance testing resulted in $F(4, 59) = 33.64$, $p < .01$. The resulting regression equation for predicting job satisfaction was:

Overall Job Satisfaction = .544 + (.232) job challenging + (.029) pay fair + (.206) flexible hours + (.413) enough hours.

Complete data regarding job satisfaction can be seen in Appendices E - G.

Research question two organizational commitment.

Research question two examines the level of hotel employee organizational commitment. Eight questions from the OCQ scale were used in the questionnaire to measure organizational commitment attitudes and perspective among hotel employees. Initial data analysis is presented in Table 8 and shows the frequencies by department regarding overall satisfaction with commitment to their present job. Mean values for each satisfaction level are provided in parentheses. Housekeepers had a positive commitment level to the organization (52%), foodservice rated next highest (42%), while only 11.1% of front desk employees rated their commitment level positive. More housekeepers also stayed in their job longer (see Table 6) than the other departments supporting those who believe that organizational commitment appears to develop slowly but consistently over time (Mowday et al., 1979).

Table 8

Employee Perception of Organizational Commitment by Hotel Department

	Housekeeping	Foodservice	Front Desk
Negative commitment (≤ 2.99)	6	6	4
Neutral commitment ($= 3$)	6	9	4
Positive commitment (> 3)	13	10	1
Total	25	25	9

In order to extract the factors that explain organizational commitment, eight

independent variables were examined by factorial analysis.   Internal consistency for

organizational commitment was computed using Cronbach's Alpha, which resulted in a

coefficient alpha for commitment of .866. Pearson Correlation Coefficients were

computed for commitment factors. Approximately 47% ($R^2 = .473$) of the variance in

organizational commitment was accounted for by three factors, *best organization to work*

for, *I really care about the organization*, and *I am glad I chose this organization over*

another one. Multiple regression analysis was completed to evaluate the prediction of

employee organizational commitment based on these factors. The variables focused on

the employees' attachment to the organization over time and were less affected by daily

tasks in the work environment (Mowday et al, 1979). Positive commitment level is most

affected by feelings that employees chose a good organization to work for and showed

that employees developed a sense of caring about what happens to the organization.

These also feelings represent an investment of their time and effort, investments that they

may not want to lose (Becker, 1960). The feelings "glad" and "care" may also indicate

shared goals between the employee and organization which show willingness or desire to

maintain their membership in the organization. These are basic organizational

commitment characteristics (Porter, et al., 1974). Significance testing resulted in $F(3, 59)$

$= 16.758, p < .01$. The resulting regression equation for predicting organizational

commitment was:

Overall Organizational Commitment = 1.620 + (.487) glad I chose + (.423) care

about organization + (-.228) best organization.

Complete data regarding organizational commitment can be seen in Appendices H

- J.

Research question three leader member exchange.

The third research question measured the level of quality perceived by the

employee in the leader member exchange relationship including employee's perception

of the quality of the relationship with their supervisor/manager. The LMX scale was

used to compile data from the questionnaire that was completed by hotel employees.

Initial data analysis, presented in Table 9, shows the frequencies by department regarding

the quality of the relationship between leader and member. The mean values for

perceived LMX level are listed in parentheses. Housekeepers displayed a higher

perceived quality relationship with their supervisor (64%) than foodservice (52%) and

front desk employees (55.5%). These findings may be unique to this case study

considering most high quality exchanges tend to be limited by dyadic relational

dimensions (Dienesch & Linden, 1986; Graen, 1976). More front desk employees

(44.4%) cited a lower quality supervisor relationship, while 36% of foodservice

employees and 28% of housekeepers perceived a low quality relationship. The reason for

lower quality supervisor relations at the front desk could stem from the employees being mostly college students (3 out of 4) while their supervisors were in their mid to late 20's and early 30's.

Graen and Uhl-Bien (1995) state that to develop a high quality LMX relationship, the exchange needs to become socially based rather than financial. College students' relationship with the hotel may be more financially based than socially. Since LMX takes time and trust to develop into a high quality relationship, employees who are also college students may not commit long-term to the hotel and thus not develop relationships. Since many of the college students are filling internships and/or graduating, they may not develop relationships with their managers since they clearly plan to leave the hotel.

Data in Table 5 indicated that housekeepers have been in their jobs for one year or more, more so than in any other department. Housekeepers also tend to be older and less educated. This may lead to their longevity with the hotel as they may have fewer employment opportunities because of their age and education level. The majority of the housekeeping staff is female as is their manager. There may be a relationship that develops because of gender association and leads to increased trust and LMX within the housekeeping department. Subsequently, this association may lead to longevity. The housekeeping manager also started a new policy where the housekeeping staff can call in and arrive as much as two hours late for their shift with no repercussions if they report within the two hour window. This flexibility may also lead to increased longevity within the housekeeping department.

Table 9

Employee Perception of LMX Quality by Department

	Housekeeping	Foodservice	Front Desk	Total
Low quality (≤ 2.99)	7	9	4	20
Neutral (= 3)	2	3	0	5
High quality (> 3)	16	13	5	34
Total	25	25	9	59

In order to extract the factors that explain LMX, six independent variables were examined by factorial analysis. Appendix L illustrates loadings and percentages of the resulting factors that were important for measuring the LMX relationship in this particular case. Internal consistency was computed using Cronbach's Alpha, which resulted in a coefficient alpha for LMX of .930. The results in Appendix M show the Pearson Correlation Coefficients computed for LMX factors. Approximately 94% of the variance in LMX ($R^2 = .937$) was accounted for by these factors, and multiple regression analysis was completed to evaluate the prediction of the quality of LMX based on "my supervisor is friendly," "I have a good relationship with my supervisor," and "my good work is recognized by my supervisor." These factors are based on trust, loyalty, and liking and are controlled by mutual expectations between the two parties (Graen & Scandura, 1987). Significance testing resulted in $F(3, 59) = 275.61$, $p < .01$. The resulting regression equation for predicting LMX is:

Overall Employee LMX = .169 + (.743) supervisor friendly + (.189) good relationship with supervisor + (.056) good work recognized.

Complete data regarding LMX can be seen in Appendices K - M.

Turnover intention results.

Assessment measurement of turnover intentions among employees in the three

hotel departments was completed by evaluating three Turnover Intention Scale (TIS)

questions: "It is very likely that I will look for a new job in the next year," "I will leave

this organization in the next year," "and I often think about quitting." Table 10 shows

the results of the TIS measurement by the frequency, percentage, and cumulative

percentage of hotel employees who plan to seek new employment within the next year.

The data suggests that 35% of the current employees are likely to look for another job

within the next year. The mean response was 2.466 and the standard deviation was 1.712

observed within the recorded range of responses. Employees likely to look for a new job

in the next year are also broken down by department. Almost half (44%) of the front

desk employees plan to look for a new job in next year.

Table 10

Employee Response to "Plan to Look for New Job" by Frequency and Department

	Frequency	Percent	Housekeeping	Foodservice	Front desk
Disagree	34	57.6	13	17	4
Neutral	4	6.8	2	2	0
Agree	21	35.6	10	7	4
Total	59	100	25	26	8

Table 11 displays the results of TIS by frequency and percentages and suggests

that 63% did not think of quitting their job very often. The percentages of employees

who thought about quitting and were neutral on the subject were similar.

Table 11

Employee Response To "Thinking of Quitting Often"

	Frequency	Percent	Cumulative %	House-keeping	Food-service	Front Desk
Current employees						
Disagree	39	64.4	64.4	19	17	3
Neutral	10	16.9	81.3	2	5	3
Agree	11	18.7	100	4	4	3
Total	60	100		25	26	9

Table 11 also shows the frequency of hotel employees by department who agree, are neutral, or disagree with the questionnaire statement *I often think about quitting*. More than half of all employees surveyed (65%) disagree with the statement, while only 18.3% agreed with the statement. The percentage of employees who were neutral on the subject was 16.7%.

The overall responses by all hotel employees to the question *I will leave this organization within the next year* were illustrated in Table 13 by frequency, percentage, and cumulative percentage. Over half of all employees surveyed (52.6%) plan on leaving the organization within the next year.

Table 12

Employee Response to "Leaving Organization"

Current employees	Frequency	Percent	Cumulative %	House-keeping	Food-service	Front Desk
Disagree	18	30.5	30.5	8	7	3
Neutral	11	16.9	47.4	5	5	1
Agree	31	52.6	100	12	13	6
Total	60	100		25	25	10

Table 12 also shows the employee response frequency by department to the question *I will leave the organization in the next year*. The percentages equal to number of employees in agreement are divided by total number in department. Factorial analysis was used to determine that the variable *I will leave this organization within the next year* was the lone determining factor for turnover intention as shown in Appendix O. Internal consistency for assessments of turnover intentions was computed using Cronbach's Alpha resulting in an alpha of .858. The results in Appendix P show the Pearson Correlation Coefficients computed for TIS factors. The statement in itself *I will leave this organization in one year* is a definitive statement, and 85% of the variance in turnover intentions is ascribed to this statement. The other factors did not determine turnover intention as strongly. Also, there may be little that the organization can do to prevent the employee from leaving once the employee agrees with the statement *I will leave this organization in one year*.

Research question four job satisfaction and turnover intention.

In the evaluation of research question four "Is employee job satisfaction related to employee turnover intentions?", the correlation between job satisfaction and turnover intentions was examined using SPSS. Factorial analysis determined job satisfaction

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factors are "your pay is fair," "your job is challenging," "your schedule is flexible," and "you get enough hours to work each week." Turnover intentions were determined by the factor *I will leave the organization in the next year*. Table 13 displays the negative relationship between job satisfaction factors and turnover intentions among hotel employees. There is a very strong negative relationship between leaving the organization in the next year and *flexible schedule* and *enough hours* (r = -.661; r = -.617) a strong negative relationship with *job challenge* (r = -.498), and a weaker negative relationship with *pay is fair* (r = -.308), indicating that attention to financial concerns and job variability makes employees less likely to leave and more likely to be satisfied in their work (Cotton & Tuttle, 1986).

Employees that are more satisfied perform their jobs better and receive more trust and responsibility from their managers. Thus increased job satisfaction increases their LMX quality, and may ultimately lead to higher commitment levels. These increases lead to decreased employee turnover, cost of training new employees, and higher quality within the establishment.

Table 13

Job Satisfaction/turnover Intention Correlations

Factor		Leave organization in next year	Job challenging	Flex schedule	Enough hours	Pay fair
Leave organization in next year	Pearson Correlation	1.0	-.488*	-.661*	-.617*	-.318**
	Sig. (2-tailed)		.000	.000	.000	.017
	N	60.0	60.0	60.0	60.0	60.0
Job challenging	Pearson Correlation	-.488*	1	.584*	.564	.412*
	Sig. (2-tailed)	.000		.000	.000	.001
	N	60.0	60.0	60.0	60.0	60.0
Flex schedule	Pearson Correlation	-.661*	.584	1	.854*	.493*
	Sig. (2-tailed)	.000	.000		.000	.000
	N	60.0	60.0	60.0	60.0	60.0
Enough hours	Pearson Correlation	-.617*	.564*	.854*	1	.510*
	Sig. (2-tailed)	.000	.000	.000		.000
	N	60.0	60.0	60.0	60.0	60.0
Pay fair	Pearson Correlation	-.308**	.412*	.493*	.510*	1.0
	Sig. (2-tailed)	.017	.001	.000	.000	
	N	60.0	60.0	60.0	60.0	60.0

Note. *Correlation is significant at the 0.01 level (two-tailed). **Correlation is significant at the 0.05 level (two-tailed).

Research question five organizational commitment and turnover intention.

Responses to question five "Is the employee's perception of organizational commitment related to turnover intentions?" SPSS was used to determine the correlation of OC factors, "I care about the organization," and "This is the best organization to work for."

Table 14 shows the relationship between hotel employees' commitment to the hotel and their turnover intentions. Correlation analysis results indicate a strong, negative relationship between hotel employee's overall perception of organizational commitment and turnover intentions. A strong negative relationship was found between *I care about the organization, this is the best organization to work for* and *I will leave the organization in the next year*: (-.725, *p* < .01, 2-tailed); (-5.87, *p* < .01, 2-tailed). These are strong, negative relationships, and both correlations were statistically significant. Williams and Hazer (1986) found similar results and concluded that organizational commitment was more important to turnover intent that job satisfaction because of the employee desire to stay with the company even though there may be aspects of the job that are not desirable. The focus of some organizational commitment literature stated these commitment behaviors also affect the turnover correlates of absenteeism and job performance (Angle & Perry, 1981; Bluedorn, 1982; Porter & Steers, 1973).

Table 14

Organizational Commitment/turnover Intention Correlations

Factor		Leave organization in next year	Care about organization	Best organization
Leave organization in next year	Pearson Correlation	1.0	-.725*	-.587*
	Sig. (2-tailed)		.000	.000
	N	60.0	60.0	60.0
Care about organization	Pearson Correlation	-.725*	1.0	-.699*
	Sig. (2-tailed)	.000		.000
	N	60.0	60.0	60.0
Best organization	Pearson Correlation	-.587*	-.699*	1.0
	Sig. (2-tailed)	.000	.000	
	N	60.0	60.0	60.0

Note. *Correlation is significant at the 0.01 level (two-tailed).

Research question six LMX and turnover intention.

Finally, the data analysis pertaining to question six, "Is the employee's perception of LMX related to their turnover intentions?" was examined. Table 15 illustrates the correlation and direction between employee's perception of their relationship with their supervisor and turnover intentions. Time and trust between leader and member define the quality of this exchange according to Graen and Cashman (1975). Correlation analysis indicates the factors "your supervisor is friendly" ($r = -.785$), and "your supervisor is helpful" ($r = -.739$) have a strong, negative relationship with hotel employees turnover intentions. The findings correspond with Graen, Linden, & Hoel (1982) who found that LMX and turnover intentions are negatively related.

Table 15

LMX/Turnover Intention Correlations

Factor		Leave organization in next year	Supervisor friendly	Supervisor helpful
Leave organization in next year	Pearson Correlation	1.0	-.785*	-.739*
	Sig. (2-tailed)		.000	.000
	N	60.0	60.0	60.0
Supervisor friendly	Pearson Correlation	-.785*	1.0	.958*
	Sig. (2-tailed)	.000		.000
	N	60.0	60.0	60.0
Supervisor helpful	Pearson Correlation	-.739*	.958*	1.0
	Sig. (2-tailed)	.000	.000	
	N	60.0	60.0	60.0

Note. *Correlation is significant at the 0.01 level (two-tailed).

It is clear that having a positive relationship with a supervisor is a strong influence for positive thoughts and commitment to the job (Duchon, Green, & Tabor, 1986; Nystrom, 1990.) Also, high quality LMX leads to higher organizational commitment and positive role receptions (Snyder & Brunig, 1985.)   While several of the interviewed employees gave a positive indication of their relationship with their supervisor, none of the interviewees indicated that they felt any trust or loyalty toward their supervisor or the establishment. This data demonstrates that the employees have not developed a high quality LMX with their supervisor.

Test of Hypotheses

Hypothesis one.

$H1_o$: Hotel employee job satisfaction is independent of organizational commitment.

H1: Hotel employee job satisfaction is positively related to organizational commitment.

Data analysis indicates that 41% of the variation in job satisfaction among hotel employees can be attributed to the organizational commitment variables (R^2 = .411). The overall model proved significant in that F (3,59) = 14.74, $p < .01$. As organizational commitment increased, job satisfaction also increased (B = 1.115, β = .514, $p < .01$). The responses of hotel employees indicate that a medium, positive relationship was found between *job is challenging* and *I care about the organization* (.442 at $p < .01$, two-tailed) and a small, positive relationship exists between *job is challenging* and *this is the best organization to work for* (.270 at $p < .01$, two-tailed). A medium, positive relationship exists between *flexible hours* and *I care about the organization* (.536, $p < .01$, two-tailed) and *this is the best organization to work for* (.462, $p < .01$, two-tailed). The computed ANOVA test value (4.206) is greater than the critical value (2.17) so the null hypothesis was rejected. There is no data to suggest the variables are independent: $F(7,59)$ = 4.206, $p < .01$. These results support the theory that job satisfaction is a precursor to organizational commitment (Williams & Hazer, 1986).

Hypothesis two.

H2$_o$: Job satisfaction among hotel employees is not related to turnover intention.

H2: Job satisfaction among hotel employees is negatively related to turnover intention.

The study of turnover intentions and job satisfaction among hotel employees found that there is a strong, negative relationship between *I will leave this organization in the next year* and *flexible hours*   (-.661, $p < .01$, two-tailed) and *I will leave this organization in the next year* and *enough work hours*   (-.617, $p < .01$, two-tailed). This is an indication that having a flexible schedule that provided enough hours to

generate an acceptable income is a highly valued situation. Employees are much more likely to overlook negatives in their job in order to remain in this valued situation. A medium, negative relationship exists between *I will leave this organization in the next year* and *job is challenging* (-.488, *p* < .01, two-tailed). While having a challenging job is preferred, it is not the strong motivator that sufficient income is for this particular population. Consequently they plan to stay in the job. The computed ANOVA test value (15.89) is greater than the critical value (2.76) so the null hypothesis was rejected. There is no data to suggest the variables are independent: $F(3,59) = 15.899$, *p* < .01.

Hypotheses three.

H3$_o$: Organizational commitment is independent of turnover intentions.

H3: A high level of organizational commitment is negatively related to turnover intention.

The data analysis study of organizational commitment and turnover intention factors found a strong negative relationship between *leaving the organization in the next year* and *caring about the organization* (-.725, *p* < .01, two-tailed), and a medium, negative relationship between *I will leave the organization in the next year* and *this is the best organization to work for* (-.587, *p*< .01, two-tailed). The computed ANOVA test value for the OC factor *I care about the organization* and the turnover intention factor *I will leave the organization in the next year* (18.77) is greater than the critical value (2.53) and the ANOVA test value for *I care about the organization* and *It is very likely I will look for a new job in the next year* (9.90) is greater than the critical value (2.53).   The ANOVA test value for *this is the best organization to work for* and *I will leave the organization in the next year* (7.87) is greater than the critical value (2.53) and the

ANOVA test value for *this is the best organization to work for* and *It is very likely I will look for a new job in the next year* (7.47) is also greater than the critical value (2.53). Employees who like their job and/or care about the organization are much less likely to leave their job voluntarily. Based on these results, the null hypothesis must be rejected. There is no data to suggest that the variables are independent: $F(4,59) = 18.77$, $p < .01$; $F(4,59) = 9.90$, $p < .01$; $F(4,59) = 7.87$, $p < .01$; $F(4,59) = 7.47$, $p < .01$.

Hypotheses four.

H4$_o$: LMX is independent of turnover intention.

H4: A high quality LMX is negatively related to turnover intention.

The data analysis of leader-member exchange and turnover intention factors found a strong, negative relationship (-.663, $p < .01$, two-tailed) between *It is very likely I will look for a new job in the next year* and *my supervisor is friendly.* A strong, negative relationship (-.785, $p < .01$, two-tailed) was also found between *I will leave the organization in the next year* and *my supervisor is friendly.* A strong, negative relationship (-.735, $p < .01$, two-tailed) was found between *I will leave the organization in the next year* and *I have a good relationship with my supervisor.* The ANOVA test value (16.96) for *it is very likely I will look for a new job in the next year* and *my supervisor is friendly* is greater than the critical value (2.53). The ANOVA test value (12.92) for *I will leave the organization in the next year* and *I have a good relationship with my supervisor* is greater than the critical value (2.53). A good relationship with a friendly supervisor is a strong antidote to turnover. Employees who displayed positive feelings about their manager based on "good" and "friendly" indicated that the relationship had moved from being financially based to a socially based relationship

which increased LMX quality. This also showed an enhanced feeling of trust and respect between the manager and the employee. The negative relationship between leaving the organization and a good relationship with my supervisor indicated that employee turnover intentions were greatly reduced when LMX quality factors of trust and respect were strong. Based on the data, the null hypothesis must be rejected. There is no data to suggest that the variables for LMX and turnover intentions are independent: $F(4,59) = 16.96, p < .01; F(4,59) = 12.92, p < .01$.

Demographic data analysis.

The factors determining job satisfaction were analyzed for correlation to demographic information gathered from the questionnaire. A medium, positive relationship was found between "my job is challenging" and "age range" (.344, $p < .01$, two-tailed), *my job is challenging* and "ethnicity" (.399, $p < .01$, two-tailed),*ethnicity* and "you get enough hours to work each week" (.416, $p < .01$, two-tailed), *ethnicity* and "your schedule is flexible" (.360, $p < .05$, two-tailed). Overall, age range proved to be of medium importance in relation to overall employee job satisfaction. Ethnicity was also determined to be a medium-strength factor for overall job satisfaction. No specific age or ethnic group was defined by the statistics.

Organizational commitment factors were studied for correlation to demographics. A medium, positive relationship was discovered for *I really care about the fate of this organization* and *ethnicity* (.395, $p < .01$, two-tailed), and weak, positive correlations were found for "I really care about the fate of this organization" and *gender* (.262, $p < .01$, two-tailed), and *this is the best organization to work for* and *ethnicity* (.252, $p < .01$, two-tailed). Employees from different cultural backgrounds differed in their perceived

level of positive commitment to the organization. This commitment level was based on *I really care about the fate of the organization* and *this is the best organization to work for*. Male and female employees differed in their level of positive organizational commitment based on *I really care about the fate of the organization*.

The LMX factors were analyzed for demographic correlations using SPSS. A medium, positive relationship was found for *I have a good relationship with my supervisor* and *ethnicity* (.353, $p < .01$, two-tailed), and weak, positive correlations were discovered for "I am recognized by my supervisor for my good work" and *ethnicity* (.267, $p < .01$, two-tailed), and *my supervisor is friendly* and *ethnicity* (.298, $p < .01$, two-tailed). Employees from different cultural backgrounds differed in their perception of their relationship with their supervisor. Ethnic distinctions concerning job satisfaction, organizational commitment, LMX, and turnover intention were not included in this study.

Turnover intention factors were also analyzed for demographic correlation. A weak, negative relationship (-.257, $p = .05$) between *I will leave this organization in the next year* and *ethnicity* was statistically significant. Employees from different cultural backgrounds displayed some negative feelings toward leaving the organization in the next year, indicating that cultural background may be an important but not decisive determinant of turnover intentions. Also, it was found that employees were more likely to think about looking for a new job once they had worked at the hotel between four and six months (Table 6). Chi-Square test was conducted on the frequencies observed between *likely to look for a new job* and "how long have you held your current position" and statistical significance was observed; $\chi^2(8, N = 60) = 28.062, p < .05$. The statistically significant group working at the hotel between four and six months were

trained and already thinking about leaving the hotel. From a financial standpoint, the hotel has incurred the expenses of employee training and may not reap the benefits of their trained personnel. Thus, the hotel may incur additional employee training expenses to train new employees after four to six months. It would be difficult to calculate the lost revenue resulting from poor customer service provided by new and untrained employees.

Employee Interview Content Analysis

The interviews were conducted over a two week period in January 2011 (Appendix R). The six employee interviewees represented the housekeeping (2), foodservice (2), and front desk (2) departments at the hotel. Three members of the hotel management staff also agreed to be interviewed bringing the total to nine respondents. Interviews were conducted at two locations, an off-premise coffee shop and the Rawls School of Business rotunda at Texas Tech University. Eight questions were asked of nine employees, six were staff from the three departments studied and three were managers of those departments (one was the general manager).   The employee responses to each question will be analyzed first and then the managers. Systematic processes as Krueger (1994) describes were used to analyze the content of qualitative data. While conducting note and videotape-based content analyses, consideration was given to the following factors: words, context, internal consistency, frequency or extensiveness of comments, and specificity of comments. In analyzing the interview data, a coding scheme was employed to analyze verbatim translations to identify and describe the areas of agreement and disagreement (Table 16).

Table 16

Frequency Descriptors Used in Employee Interview Analysis

Phrase	Translation
"A couple"	1 or 2 in each group.
"A handful, several, or a small minority"	At least 3 in each group, less than ⅓ of group.
"Some"	At least ¼ but not much more than⅓ of group.
"A fair number"	At least ⅓ but less than ½ of the group.
"Evenly divided"	½ of the group.
"Many"	More than ½ but less than ¾ of the group.
"Most"	At least ¾ but less than 90% of the group.
"Almost or virtually all"	At least 90%, but less than 100% of the group.
"Participants"	100% of the group.

Note. Adapted from Templeton, J.F. (1994). The Focus Group. Chicago, IL: Probus Publishing Company

Current employees.

The interview questions addressed supervisor/employee relations using (5) questions from the Leader-Member Exchange (LMX) scale and turnover intentions using (3) questions from the TIS scale for a total of eight questions. The questions were examined for common themes using content analysis. The following questions and possible answers are listed in the order they were asked during the interviews. . The results of the interview questions can be compared to the results of the survey data to look for similarities and differences. The prediction of the quality of LMX from survey data was based on *my supervisor is friendly*, *I have a good relationship with my supervisor*, and *my good work is recognized by my supervisor*. These factors are based

on trust, loyalty, and liking and are controlled by mutual expectations between the two

parties (Graen & Scandura, 1987)

Interview question one.

"How flexible do you believe your supervisor is about evolving change in your

job?" Answers supplied to respondents include supervisor is "enthused about change,

supervisor is lukewarm about change, supervisor sees little need to change, or supervisor

sees no need to change."

Analysis.

The employees in all three departments felt their managers/supervisors saw *little*

or no need to change the situation at the subject hotel. A lack of communication and

enthusiasm were cited as the primary negative factors for employees regarding

supervisory attitudes toward change in their job. A couple of participants stated that

"change would be difficult" because of the language barrier existing between the staff

and supervisors, making communication difficult and infrequent. A small minority said

that management felt *no need to change* because their manager/supervisor was indifferent

and "doesn't care whether I am here or not", and "…I have trouble talking to her

(manager) because I think she doesn't like me." However, most employees felt

management was *enthusiastic about change* as long as it helped quality of service. They

said, "I really like the sense of accomplishment that we are actually working hard at

doing what we're supposed to be doing. I hear good things from comment cards and

sometimes a customer will tell us that we're doing a good job." This analysis revealed

that employees felt an underlying sense that management was slowly changing for the

good of the hotel and its customers.

Some of the management staff felt that lack of communication, education, and motivation was a barrier to change. They also said "getting them [employees] to change is hard because they don't understand the importance of taking pride…I want to get them to feel like they are part of a family." Communication is also a barrier [to change], according to most of the managers and supervisors. "When you work with [them] they are uneducated and very limited in the knowledge for the most part, they are basically here for a paycheck and not really motivated to move up." There was positive and enthusiastic reaction, according to some of the management staff, to new changes being developed at the subject hotel. A new training program was recently instituted and many managers stated they were "very positive" because it would "make all of our jobs easier in the long run" and "make us able to provide better check-in and check-out service" once the new system was in place. This suggestion originated from an employee and was developed with the assistance from the employee's supervisor. This program was endorsed and implemented by management. After recent manager turnover and new supervisory roles, some managers stated that they "haven't changed" and they are "trying not to change" in order to ease the transition on themselves and employees. This would indicate the negative effect that job turnover has on management's ability to adapt and change.

The survey and interview results regarding this topic differed in perspective and detail. The survey revealed that LMX was high among hotel employees overall, especially housekeeping, though financially oriented. The data from employee interviews, pointed to a language barrier and management's lack of enthusiasm as obstacles hindering change of any kind. Managers cited a language barrier and lack of

education and motivation as obstacles hindering their ability to change. Managers interviewed seemed to relate to their employees largely on a financial or contractual basis without having a strong trusting relationship. Employees noted that their satisfaction and intention to stay was highly influenced by the type and number of hours they work. The difference in perception between employees is interesting. At least some of the managers viewed employees in a negative light, which would not lead to a strong LMX. However, most employees viewed their supervisor in a positive way, which would lead to a strong LMX. This divergence could be caused by simple misperceptions of the two groups in regard to each other. Because LMX is so strongly driven by the individuals in the dyads, perhaps the employees randomly selected interviewed were members of an in-group with their manager, leading to positive responses. It is also possible that the manager interviewed did not have a strong in-group relationship with his/her employees. That lack of a closer relationship could have been influenced by the perception of employee inadequacy, or the inadequacy could have been created by the lack of an in-group relationship.

Interview question two.

"Regardless of how much formal authority is built into your supervisor's position, what are the chances that he/she would be personally inclined to use his/her power to help you solve problems in your work?" Answers provided to participants include "certainly would, probably would, might or might not, or no."

Analysis.

Most employees were positive regarding their feelings that management certainly would help them solve work-related problems. Comments from employees indicated that

younger and newer managers were more likely to help and were "probably the nicest [manager] that I have had, always there to help. The only supervisor that will help is the new supervisor. The food service supervisor will help you. If you make a mistake she allows you time to adjust for your mistake." A couple of employees indicated that there is a lack of communication because of a language barrier which made them feel uncomfortable approaching management about any problems they may have. Some employees also expressed that lack of employee training was an obstacle and may be a result of rapid turnover. This is exemplified by an employee who asked her manager "can I get more training?" because they were getting angry at her "for messing up a few things that no one ever taught me."

Some employees also expressed discontent and confusion about supervisor and management roles. Each department employed a manager. Depending on the department, each department had one to three supervisors under the manager. Supervisors were tasked with some employee orientation and training, inspection duties, as well as acting as shift supervisor. The supervisor also acted as the manager-on-duty in the absence of the departmental manager. During the interviews, almost all employees stated that "the supervisors should be the managers instead of the other way around." Many felt that "there's a lot of politics, personal preference, favorites. The other managers would not help us [solve work-related problems.]" This is an indication that perceived favoritism by supervisor and management has decreased employee confidence in management's ability to solve problems at work.

Almost all managers stated they certainly would involve themselves with employees to solve hotel problems. A couple of managers said, "I most certainly do,

whether its job related or personal, I truly believe in getting involved." Most of the managers cited training as an issue that demands their involvement by stating, "I do the training myself before they are allowed to take the floor" and "we have some training issues that we are beginning to address and we are dedicated towards that." A couple of supervisors stated that they were careful not to "cross the line" into the employee's personal matters saying, "if it's personal I don't get involved unless they come to me. If it's departmental then I get involved." Overall, management participants indicated their desire to involve themselves in the training and policy processes in order to develop a good working relationship with their staff.

The interview data examined LMX from a manager perspective regarding their being friendly and helpful to their employees. A positive relationship based on time and trust was developed, especially among housekeepers. Qualitative data revealed higher quality LMX was based on ability and desire to help the employee through work situations. Employee training was mentioned as a source of a good relationship with their manager. The obstacles were language, favoritism, and confusion about the distinction between manager and supervisor roles. In almost all interviews, the employees had a better relationship with their supervisor than manager. Managers cited employee training as bases of a good relationship with their staff.

Interview question three.

"To what extent can you count on your supervisor to bail you out, at his/her expense, when you really need him/her?" Respondents were provided with the following potential answers: "certainly would, probably would, might or might not, or no."

Analysis.

Many hotel employees had a negative perception that their supervisor might or might not involve themselves if the employee needed bailing out of a sensitive situation at work. This type of situation might arise from an angry coworker, customer, or another manager. These feelings were based on observed lack of involvement by management and/or apparent not caring. When asked if their manager/supervisor would bail them out, one employee said, "Definitely not. I think she would rather see me not do well than help me in that way. She asks us if we need any help… but when we ask for help or have a question about the job she doesn't answer or says she has to think about it but then nothing happens. I think she feels that you are either wrong or right in her eyes, and if I make a mistake then it's my fault." Several employees agreed with the previous statement, and another employee said, "There's a lot of politics, personal preferences, and favoritism [involved.] Only those two [managers] really care. The bosses don't really care what they [supervisors, employees] are doing. Politics and favoritism play a big part when they [bosses] are involved. There are the supervisors and then there are the bosses." The different perception in the roles of bosses (i.e., managers) and supervisors seems to indicate a preference/expectation for supervisory, rather than managerial, assistance for employees in these bail out situations.

Almost all of the managers stated they would strongly support their employees in a work related situation. A couple of managers/supervisors stated that they enjoy guiding and teaching employees and stated, "I call it coach and counsel for success on the floor. In the heat of the moment then I really like to help them." Participants mentioned specific training situations as examples of their positive support. Some mentioned that

differences in personal values and age may prevent them from helping out an employee. They believe that value differences are generational and are addressed by management when they say, "I have a bartender that is driving me crazy, it's all about her and she doesn't care about the customers. I think the trend is changing back; my daughter is different from my older son. The kids today...It's all about entitlement." Perception of similar values was important to managers in determining the extent to which they will support their employees. Managers were more likely to support those employees who share their value set. The differences in personal values and age could result in communication problems between managers and their employees, thus making it more difficult for employees to understand managers' wants and needs.

Related survey data showed LMX relationship varied from weak to medium, positive based on "I have a good relationship with my supervisor" and "ethnicity", "I am recognized by my supervisor for my good work" and *ethnicity*, and "my supervisor is friendly" and *ethnicity*. Employee interviews differed, stating most managers would not *bail them out* if the situation arose, indicating a negative LMX relationship. Also favoritism, politics, and manager/supervisor role confusion were mentioned as obstacles to positive LMX relationships. Some managers stated that teaching employees through these types of work situations was gratifying and good for employee morale, but not all employees felt that they had this opportunity.

Interview question four.

 "How often do you take suggestions regarding your work to your supervisor?" Potential answers were "almost always, usually, seldom, or never."

Analysis.

This question prompted an employees to say that the supervisor is "…my age actually and she's my new supervisor…learning on the job, so I know that it's hard for her being in school and I knew that she'd probably take my suggestions pretty openly." Several other employees who were interviewed also gave similar statements. This is an indication that the manager/supervisor's age and work experience was a factor in deciding whether or not to offer work suggestions. A small minority felt that they almost always offer suggestions because they "feel that if we don't do it no one will." A few of the same employees proudly stated that one of their suggestions was actually implemented by their supervisor to train new employees. One employee stated that "yes, she actually has asked us for ways to make our job better at our daily meetings. I told her to be more flexible on our work hours because it's hard for some of us to get to work by a certain hour….you know kids have to be taken care of and things happen." As a result, "we have a two hour period to get to work now. That is nice and I really respect [the manager] for that." A fair number felt they would not make suggestions, and one employee stated, "never…definitely not make any suggestions at all because I think she would rather not help me in that way. [The manager] asks us if we need any help or when we ask for help or have a question about the job she doesn't answer or says she has to think about it but then nothing happens."

Almost all of the managers/supervisors stated that they were open to employee suggestion, and one manager stated that they were "…very open to suggestions. I am open, I am not perfect and do not have all the answers." They agreed that staff meetings and communal lunch periods were the best time for employees to come forward and

provide suggestions. Managers also stated that they "…always ask them [employees] at the monthly staff meeting if there is one thing that would make them better on the job what would it be." Another manager said that "I am not always there, but I try. I think they feel comfortable coming to me for help, and I ask them every day for feedback because I don't want to seem unreachable." The common themes that managers seemed to embrace were constant communication with their employees, and one manager went so far as to say they keep an "open door and mind."

The interview employee data revealed age and job experience as factors that contribute to a higher quality LMX. The younger supervisors were felt to be more empathetic and open to their employees' suggestions because they were closer age wise than other supervisors or managers. Also, managers with less management experience were more tolerant of employee suggestions than those that were older and more experienced. A couple of employees stated that they felt their supervisor was more open to advice because they [the manager] had just been promoted.

Interview question five.

 "How would you characterize your working relationship with your supervisor?" Answers provided to respondents were "extremely effective, better than average, about average, or less than average."

Analysis.

Most employees felt their relationship with their manager was *better than average,* and one employee stated that managers "try to make us do our job better and that is good. [The same manager] has trouble talking to us because she does not speak Spanish. If she did then I feel she might try to help us more." A few of the staff noted

that another supervisor was not in the position very long, and one employee stated

"We're all college students in our department learning together."   A couple of

employees felt they had a *better than average relationship* with their manager, and one

said, "I respect him and I feel I can talk to him about things because at the end of the day

we're just people". This may be an indication that age and experience are important as

factors that are vital to a better than average relationship with management.

Most supervisor/managers perceived a better than average relationship with their

coworkers and employees because as managers, they were willing to change and "get

their hands dirty" in order to get the job done. A couple of managers felt that differences

in language, age, ethnicity, and personal values made a better than average relationship

difficult to attain. A fair number said they would consider their relationship with

employees as "good." One manager said, "I'm not friends with anybody. I can't cross

that line. I don't go out with them. They come to my house for Halloween and

Christmas. Other than that I don't have any dealings with them. It's hard to be kind

because they will take that as a sign of weakness." They also addressed the language

barrier issue by stating that they "don't speak a lot of Spanish because I have enough

people on my staff that can translate for me and it's really not an issue."   Even though

the majority of the staff is Hispanic and aware of the language barrier, the manager did

not feel the need to learn the language and was satisfied communicating with employees

using a translator. During the interviews, the staff had a negative perception of the

manager's complaisance to learning Spanish. Because of this language barrier, the staff

felt the manager was apathetic. The staff was bound together by the commonality of their

language. In addition, the foodservice manager and general manager did not speak

Spanish, yet all three professed to understand some Spanish. Forty two percent of the staff in the hotel were female and Hispanic at the time of this study. LMX quality could increase if the managers attempted to learn Spanish. Since increased LMX was directly correlated to decreased turnover intention, managers who learn some Spanish may prevent employee turnover in the hotel.

Interview question six.

"How often do you think about quitting this job?" Provided answers were "never, occasionally, once a week, or once a day."

Analysis.

Almost all of the hotel employees interviewed thought of quitting often, and a couple of them indicated that they thought of quitting every day. Many of them said that graduation from college and looking for another job were factors to consider when considering their intent to leave. One employee said they wanted to "progress to a good job" because their present job was not a "career move." Several other employees indicated similar sentiments.

Virtually all managers/supervisors did not think about quitting their job at all. One said that "love of work" was a strong motivational factor. A couple of managers/supervisors cited that the desire to teach and train employees and a good family life were responsible for their happiness at work. A small minority stated that their job was physically demanding, and one employee stated that they would do their job as "long as they could" but could not themselves in their present job longer than a "couple of years at the most." Pros and cons were associated with using college students versus local residents.

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College students provided benefits to the organization which included that they may work night shift to continue their education, were quick to learn, technologically adept, and a readily available labor source. Negative impacts of using college students included that they were more apt to leave the organization because internships may have ended or graduation from college, return to their hometowns to be near family, and may be more mobile in general due to their youth.

Local residents as employees may be less likely to leave as they are established within the community and/or have family nearby. At the time of this study, the hotel was considered the flagship of the lodging industry in the South Plains. No other hotel in the area offered a full-service event and lodging facility. Employees that work at the hotel may be proud of the hotel itself and may be more committed to the organization because of their intense loyalty. Local residents may not provide the diversity and willingness to work odd hours that college students provided.

Interview question seven.

"Do you plan on looking for a new job within the next year?" Answers could range from "yes, no, or maybe."

Analysis.

Almost all of the employees were planning on looking for a new job in the next year. The reasons cited were graduation from college and lack of job availability at the subject organization. A couple of employees indicated that they would look for another job but were hesitant because of financial need, age, and educational background.

The manager/supervisor participants did not plan to look for a new job within the next year. Most managers/supervisors said they plan to keep their present job as long as

possible, and one manager wants to stay "until I retire" and "once it gets in your blood it's hard to match that feeling." A couple of managers/supervisors stated that they would "do this for a while" to establish their reputation. The desire to teach lodging operations and/or move to another position within the hotel, were mentioned as desirable long-term goals that would ensure their allegiance to the organization.

Survey data showed that was strong negative relationships between *looking for a new job within the next year* and job satisfaction, organizational commitment, and LMX. Interview analysis revealed that the financial needs of all employees and graduation intentions among front desk staff were catalysts for looking for a new job. Management exhibited a strong, negative reaction to the question stating a long-term desire to remain with the organization. After management exhibited a strong negative reaction, this may have indicated that their position was more than just a job and contributed to the long-term success of the organization.

Interview question eight.

"Do you plan on leaving this organization within the next year?" Potential answers provided were "yes, no, or maybe."

Analysis.

Employees were evenly divided when asked if they would leave the organization within the next year. A couple of employees referred to uncertainty in employment opportunities, higher wages and management turnover as factors to be considered when deciding to leave the company. One employee stated that former employees found "bigger and better things" elsewhere because pay was "stuck at a lower level" at the

subject hotel, and they would leave sooner if a better paying job was found. Several others echoed the same sentiment stating that good coworker relations and a steady paycheck would make leaving the organization difficult. Some were planning to leave because they were finishing college and would be taking a higher level position elsewhere. Some were staying because they needed a job and its income, and this job was their best option at the time. These complicating factors must be taken into account when examining turnover data.

Most of the participants stated that they did not plan on leaving the organization within the next year. Virtually all of management expressed the desire to "teach and share knowledge with young people" and "retire" from their present position.

Survey data showed strong negative relationships between *leaving the organization in the next year* and job satisfaction, organizational commitment, and LMX. The interviews showed that employees' concern was focused on the future of the organization and economy. Most of the managers/supervisors exhibited a strong, negative reaction to the question and did not answer. A couple stated that the physical nature of their work would prevent them from performing their managerial duties after a "couple of years."

Chapter V

Conclusions

Summary

Previous turnover research has examined various aspects of employee turnover issues. However, case studies using both quantitative and qualitative methodology in the lodging/service industry to examine employee turnover could not be found. From an industry viewpoint, this study is unique in its dual-method approach to understanding employee turnover in a lodging/service industry company. Ferguson (2004) implied that turnover might be described as a disruption to both employee and organization. Consequently, this study may find some answers in discovering factors leading to turnover by the review of former employee exit interviews, surveying and interviewing current employees, and interviewing managers.

The intent of this study was to research which factors were relevant to high turnover within the environment of a specific lodging establishment. With a turnover rate initially greater than 50% annually, the subject hotel provided an opportunity to study a specific hotel/service industry organization. Previous research utilizing LMX, organizational commitment, job satisfaction, and turnover intent theories have focused on a management perspective, while the research presented in this study emphasized the employee.

In this study, the three distinct populations were examined. Exit interviews from former employees were examined to determine turnover causes and to provide a baseline for benchmarking. Current employees were both surveyed and interviewed, and the management team was also interviewed. Survey questions were constructed using

preexisting survey scales: The Job Diagnostic Survey (JDS), Organizational Commitment Questionnaire (OCQ), Turnover Intention Scale (TIS), and Leader-Member Exchange Scale (LMX) that were combined with demographic assessments to create a single anonymous survey instrument. Interview questions were constructed from LMX and turnover intention scales.

The focus of this research was to examine factors of turnover in the case study organization with regard to the following six specific questions items in the housekeeping, foodservice, and front desk departments.

- employee job satisfaction

- employee organizational commitment

- quality perceived by the employee in the leader-member exchange or relationship

- employee job satisfaction as related to employee turnover intentions

- employee's perception of organizational commitment as related to turnover intentions

- employee's perception of LMX as related to their turnover intentions

Statistical significance for the entire study was determined at $p < .05$. Job satisfaction, organizational commitment, leader-member exchange (LMX), and turnover intention factors were all found to be statistically significant. Several strong negative relationships were also discovered using correlation analysis in SPSS.

Significant Findings: Survey and Interview

The review of exit interviews show that 89.8% of those employees who completed exit interviews actually quit, while 10.2% were terminated. Of those employees who completed exit interviews, over 35% left within one week of their initial

employment date. Seventeen percent stated that they left because of "bad working conditions", but 30.5% did not complete the "reason for leaving" section of the exit interview.

For this population group, job satisfaction was best described by four variables: my job is challenging, I get enough work hours, I have a flexible schedule, and my pay is fair ($p <.01$). These variables are negatively related to turnover intention, which was defined as planning to leave the organization within the next year.

These variables are important because they clarify the items that are most important to positive job satisfaction levels and thus lower turnover intentions by hotel employees. These findings were supported by comments offered in employee interviews. Of note, pay issues had much weaker influence over job satisfaction than the other three variables.

The three factors that best measured organizational commitment were this is best organization to work for, I care about this organization, and I'm glad I chose this organization ($p < .01$). These variables were strongly, but negatively, related to turnover intention ($p <.01$). There are also strong negative relationships among the variables. Many studies have reported that organizational commitment and turnover intentions are negatively related (Bluedorn, 1982; Hollenbeck & Williams, 1986). However, as noted in the interview results, commitment feelings may only develop in the long-term. Consequently, an organization with high turnover will likely have difficulty in developing organizational commitment thus perpetuating the situation. In this study, organizational commitment was noted only in housekeeping and foodservice departments

because the very high turnover in the front desk area hindered the opportunity for those employees to develop the desired commitment level.

The three factors best measure LMX were my leader is friendly, I have a good relationship with my supervisor, and my good work is recognized by my supervisor" ($p <$ .01). Turnover intentions were the result of evaluating alternatives to either quitting or staying with a job. For this population group, LMX was best described by I have a good relationship with my supervisor and my good work is recognized by my supervisor, and they are negatively related to turnover intentions by the employee. Having a good relationship with the manager was a strong indicator of intention to stay on the job. In discussing LMX with managers, the strength of the relationship with subordinates did not have a similar influence. Instead, it was a neutral issue. Managers were aware of the relationship issues. They noted several obstacles: language, age differences, and job experience. Managers could not communicate effectively with Hispanic subordinates and vice versa. In the foodservice department, managers and supervisors were two to five years older than their employees. Front desk employees were the same age or within one to two years of their supervisor and/or managers. Housekeeping's manager was approximately 15-20 years older than employees, and the housekeeping supervisor was about the same age as the employees. The three interviewed managers all had extensive experience working in numerous hotel properties. The managers felt confident in performing their jobs and supervising and mentoring employees. Positive thoughts about LMX were based on age differences, job experience, and a pervasive desire to teach or mentor on the part of management.

Six research questions that generated four hypotheses were selected as possible major contributors to turnover in the case study organization.

Job satisfaction.

Housekeepers rated the satisfaction with their job highest at 72.0%, followed by foodservice at 52%, and finally, front desk at 44%. The empirical findings suggest that housekeeping is the least likely department to experience turnover, if conditions stay the same.

Organizational commitment.

The data demonstrates that housekeepers had the most positive commitment level to the organization (52%). Foodservice rated next highest at 42% while only 11.1% of front desk employees rated their commitment level positive. Again, housekeeping rates its organizational commitment highest among the three departments. Based on comments made in the interviews, having a manager for this department who spoke Spanish would increase organizational commitment thereby decreasing turnover intentions in the hotel's largest department even further.

LMX: Employee perceptions of their manager.

More housekeepers displayed a higher perceived quality relationship with their supervisor (64%), then front desk employees (55.5%), and finally foodservice (52%). The Interview responses showed that favoritism, politics, and language barriers were the obstacles to a higher quality LMX relationship. Addressing these issues would decrease all aspects of turnover intention and increase the quality of LMX.

Relationship between job satisfaction and turnover intentions.

A strong to weak, negative empirical relationship between job satisfaction and turnover intentions was found. The content analysis of interview sessions showed that employee perception of job satisfaction was strongly tied to the existence of flexible employee schedules and sufficient work hours.

Relationship between organizational commitment and turnover intentions.

Correlation analysis results indicated a strong negative relationship between hotel employee's overall perception of organizational commitment and turnover intentions. Interview results suggested that employees may have a higher level of commitment if language barriers decreased and job tenure increased.

Relationship between LMX and turnover intention.

Correlation analysis indicated a strong negative relationship with hotel employee turnover intentions and their relationship with their supervisor. Interview comments indicated that language barriers, age differences and favoritism were obstacles that hinder higher quality LMX.

The survey data from the interviews served three purposes in this study: (a) re-enforced quantitative relationships between job satisfaction, organizational commitment, and LMX and their correlation to turnover intention, (b) introduced vital factors to each relationship and (c) presented the perspective of the manager and the employee.

Based on the above questions, the following hypotheses were developed:

H1: Hotel employee job satisfaction is positively related to organizational commitment.

H2: Hotel employee job satisfaction is negatively related to turnover intention.

H3: A high level of organizational commitment is negatively related to turnover intention.

H4: A high quality LMX is negatively related to turnover intention.

Based on the findings presented in this study, all hypotheses were accepted.

Findings

Previous studies of job satisfaction and organizational commitment were conducted quantitatively. This study incorporated a qualitative component by interviewing employees as well as managers. The employee interviews showed that employees believed flexible hours were important to their job satisfaction and organizational commitment. These interviews demonstrated that employees were responsible for addressing the need for flexible hours when a two-hour rule was implemented in the housekeeping department. The rule allowed housekeepers to arrive at work up to two hours later than their scheduled time with no repercussions. Management implemented the two hour suggestion and empowered their employees to solve work place problems. This empowerment led to employees' deeper feelings of loyalty and commitment to the organization, thus taking the financial exchange to a social exchange. This provided higher organizational commitment and job satisfaction levels for the employee leading to reduced turnover within the department.

Turnover intentions were deemed to be strongest when the employee worked at the establishment between four to six months. All employee interviews in three departments showed that employees enjoyed working in different positions. Employees also indicated that they enjoyed rotating through all departments. Management could

consider implementing cross-training as a way of introducing job diversity and retaining more employees for longer periods of time.

In this case study, the researcher determined during the interviews that employees felt that quality LMX was positively impacted by increased communication. Also, quality LMX is determined by a good employee relationship with their manager, similar age between employee and management, and by management being aware of cultural and language differences. Many employees felt that they were misunderstood by management because of the cultural and language barrier.

For Further Research

This research has provided insight into employees' perception of turnover intention, organizational commitment, job satisfaction, and leader-member exchange whereas previous research focused on managements' perception. The research could be duplicated at the same hotel in ten years to determine if the hotel is still plagued with turnover and if the employees' perceptions have changed or remained the same. Different results may be discovered if employees in more economical hotels are studied. Increasing the size of the population may strengthen the findings in this study as well. Conducting the same study in an area that is predominately Spanish-speaking could yield interesting results, and they could be compared to the results in this study.

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Appendix A

Job Turnover in the Lodging Industry Survey in English and Spanish

We are asking you to be a subject in research project entitled "Job Turnover in the Lodging Industry". The principal investigator for this study is Dr. Lynn Huffman, Associate Dean for the School of the Human Sciences at Texas Tech University. Dr. Huffman is being assisted by Francisco Cordero, who is a doctoral candidate in the Hospitality Administration program.

The purpose of this project is to determine factors that cause employee turnover in the lodging industry through understanding the attitudes of local hotel employees. If you agree to be a subject, you will be asked to complete the following survey questions. It is best for the study if everyone answers all the questions. However, if you do not feel comfortable answering a question, please feel free to skip it and move on to the next. The survey consists of 46 questions and it should take approximately 15 minutes to complete.

Please do not write your name on the survey sheet as all responses are anonymous. If you have already completed a survey, please do not complete a second survey. Your responses will be input into a computer and will at no time be associated with your name.

Participating in this study is completely up to you. No one can force you to participate and you will not lose anything if you do not participate. Also, you can quit at anytime and you will not lose anything.

Mr. Cordero or Dr. Huffman will answer any questions you have about the study.
Mr. Cordero can be contacted at (806) 742-3068. Dr. Huffman may be reached at (806)
742-3031. For questions about your rights as a subject or about potential injuries caused
by this research, contact the Texas Tech University Institutional Review Board for the
Protection of Human Subjects, Office of Research Services, Texas Tech University,
Lubbock, Texas 79409. You can also contact their office at (806) 742-3884.

Section I. Following are some items which assess your satisfaction at work. Circle one
number per statement: Don't agree

	Disagree	or disagree	Agree

Your Present Job

1. Your job gives you a sense of accomplishment	1	2	3	4	5
2. Your job is challenging	1	2	3	4	5
3. Your job is dull	1	2	3	4	5
4. Your job is satisfying	1	2	3	4	5

Don't agree

	Disagree	or disagree	Agree

Relationships:

5. You have a good relationship with your co-workers	1	2	3	4	5
6. You have a good relationship with your supervisor	1	2	3	4	5

	Disagree		Don't agree or disagree		Agree
7. Your supervisor is friendly	1	2	3	4	5
8. Your supervisor is helpful	1	2	3	4	5
9. You would rather work alone	1	2	3	4	5
10. You do not have a relationship with your supervisor	1	2	3	4	5
11. Your supervisor is negative about you/your work	1	2	3	4	5

	Disagree		Don't agree or disagree		Agree

General Working Conditions

	Disagree				Agree
12. You get enough hours to work each week	1	2	3	4	5
13. Your schedule is flexible	1	2	3	4	5
14. This is a pleasant place to work	1	2	3	4	5
15. You have a paid vacation	1	2	3	4	5
16. You have sick leave	1	2	3	4	5

	Disagree	Don't agree or disagree	Agree		

Present Pay

17. Your pay is fair	1	2	3	4	5
18. You are well paid	1	2	3	4	5
19. You are underpaid	1	2	3	4	5
20. This job gives you health insurance	1	2	3	4	5

	Disagree	Don't agree or disagree	Agree		

Opportunity for Promotion

21. I have a good chance for promotion	1	2	3	4	5
22. The promotion policy is unfair	1	2	3	4	5
23. I have never been promoted at this job	1	2	3	4	5

	Disagree	Don't agree or disagree	Agree		

Your Job in General

24. I have a good job	1	2	3	4	5

25. My job is enjoyable   1   2   3   4   5

26. I feel like I have job security   1   2   3   4   5

27. I am recognized by my supervisor

    for my good work   1   2   3   4   5

28. I am willing to work harder

    so this organization will be successful   1   2   3   4   5

29. I tell my friends that this is

    a great organization to work for   1   2   3   4   5

30. I find that my values and the

    organization's values are alike   1   2   3   4   5

	Disagree	Don't agree or disagree	Agree

31. I am proud to tell others

    that I am part of this organization   1   2   3   4   5

32. This organization really inspires me to do

    my best work   1   2   3   4   5

33. I am extremely glad that I chose this organization

    to work for over others I was considering   1   2   3   4   5

34. I really care about the fate of this organization   1   2   3   4   5

35. This is the best organization to work for   1   2   3   4   5

36. I often think about quitting   1   2   3   4   5

37. It is very likely that I will

    look for a new job in the next year   1   2   3   4   5

38. I will leave this organization in the next year   1   2   3   4   5

Section II: General Information

Please **circle** your responses.

39. Which department do you work in?   Housekeeping   Foodservice

    Front Desk

40. How long have you worked for this company?

    1-3 months   4-6 months   7-9 months   10-12 months   more than

    1 year

41. Have you held any previous position(s) with the company?   Yes   No

    If yes, what position? _____

42. How long have you held your current position?

    1-3 months   4-6 months   7-9 months   10-12 months   more than

    1 year

43. Gender: Male   Female

44. Age Range (in years):

    16-20   21-25   26-30   31-35   36-40

    41-45   46-50   51-55   56-60   over 60

45. Highest education level completed:

        Did not graduate high school   Graduated high school

        Some college   Graduated college

46. What is your ethnicity: Caucasian   Hispanic   African American   Asian

        Other

Satisfaccion en el Trabajo para Empleados en Hoteles

Estamos pidiendo que ser un tema en el proyecto de investigación titulado "Satisfaccion en el Trabajo para Empleados en Hoteles". El investigador principal de este estudio es la Dr. Lynn Huffman, vicedecano de la Facultad de Ciencias Humanas de la Universidad Tecnológica de Texas. Dr. Huffman es asistido por Francisco Cordero, quien es un candidato doctoral en el programa de Administración de Hospitalidad.

El objetivo de este proyecto es determinar los factores que causan la rotación de los empleados en la industria hotelera a través del entendimiento de las actitudes de los empleados de los hoteles locales. Si usted se compromete a ser un tema, se le pedirá que complete las preguntas del cuestionario siguiente. Es mejor para el estudio si todo el mundo responde a todas las preguntas. Sin embargo, si usted no se siente cómodo respondiendo una pregunta, por favor siéntase libre de saltar y pasar a la siguiente. La encuesta consta de 46 preguntas y debe tener aproximadamente 15 minutos.

Por favor, no escribas tu nombre en la hoja de encuesta como todas las respuestas son anónimas. Si usted ya ha completado una encuesta, por favor no complete una segunda encuesta. Sus respuestas serán de entrada en una computadora y en ningún momento estar asociado con su nombre.

La participación en este estudio es totalmente suya. Nadie te puede obligar a participar y no perderá nada si usted no participa. Además, puede salir en cualquier momento y usted no perderá nada.

El Sr. Cordero o la Dr. Huffman contestará cualquier pregunta que tenga sobre el estudio. Puede contactar Sr. Cordero en su oficina al (806) 742-3068. La Dr. Huffman se puede contactar al (806) 742-3031. Para preguntas acerca de sus derechos como

lesiones tema o potenciales sobre causada por esta investigación, en contacto con el Texas Tech University Junta de Revisión Institucional para la Protección de Sujetos Humanos, Oficina de Servicios de Investigación, la Universidad Texas Tech en Lubbock, Texas 79409. También puede contactar a su oficina al (806) 742-3884.

Sección I. A continuación siguen unas oraciones que evalúan su satisfacción en el trabajo. Encierre dentro de un círculo el numero que refleje su respuesta a cada oración:

	No estoy de acuerdo	Indeciso	De acuerdo

Tu trabajo actual

	No estoy de acuerdo		Indeciso		De acuerdo
1. Tu trabajo te da un sentido de logro (éxito)	1	2	3	4	5
2. Tu trabajo te reta	1	2	3	4	5
3. Tu trabajo es aburrido	1	2	3	4	5
4. Tu trabajo te satisface	1	2	3	4	5

	No estoy de acuerdo	Indeciso	De acuerdo

Relaciones:

	No estoy de acuerdo		Indeciso		De acuerdo
5. Te llevas bien con tus compañeros de trabajo	1	2	3	4	5
6. Te llevas bien con tu supervisor	1	2	3	4	5

7. Tu supervisor es amigable   1   2   3   4   5

8. Tu supervisor es servicial/ ayuda   1   2   3   4   5

9. Preferirías trabajar solo/a   1   2   3   4   5

10. No te llevas con tu supervisor   1   2   3   4   5

11. Tu supervisor tiene una actitud

     negativa acerca de ti y de tu trabajo   1   2   3   4   5

	No estoy de acuerdo	Indeciso	De acuerdo

Condiciones generales de trabajo

12. Se te dan suficientes horas de

     trabajo cada semana   1   2   3   4   5

13. Tu horario de trabajo es flexible   1   2   3   4   5

14. Este es un lugar agradable para trabajar   1   2   3   4   5

15. Tienes vacaciones pagadas   1   2   3   4   5

16. Tienes derecho a licencia por enfermedad   1   2   3   4   5

     (sick leave)

	No estoy de acuerdo	Indeciso	De acuerdo		

Salario actual

17. Tu paga es justa   1   2   3   4   5

18. Estas bien pagado/a   1   2   3   4   5

19. Te pagan de menos   1   2   3   4   5

20. Este trabajo te paga seguro

     por enfermedad (health insurance)   1   2   3   4   5

	No estoy de acuerdo	Indeciso	De acuerdo		

Oportunidades de ascenso

21. Tengo una Buena oportunidad

     de obtener un ascenso   1   2   3   4   5

22. La política de promociones/ascensos

     es injusta   1   2   3   4   5

23. En este trabajo nunca he obtenido

     una ascenso/promoción   1   2   3   4   5

	No estoy de acuerdo	Indeciso	De acuerdo

Tu trabajo en general

24. Tengo un buen trabajo	1	2	3	4	5
25. Disfruto mi trabajo	1	2	3	4	5
26. Mi trabajo es seguro	1	2	3	4	5
27. Mi supervisor reconoce que hago un buen trabajo	1	2	3	4	5
28. Estoy dispuesto/a a trabajar más duro para que esta organización tenga éxito	1	2	3	4	5
29. A mis amigos les digo que este es un buen lugar de trabajo	1	2	3	4	5
30. Encuentro que mis valores y los de la organización son semejantes	1	2	3	4	5
31. Me siento orgulloso de decirle a los demás que soy parte de esta organización	1	2	3	4	5
32. Esta organización me inspira a hacer mi mejor trabajo	1	2	3	4	5

	No estoy de acuerdo	Indeciso			De acuerdo

Estoy muy contento de haber seleccionado esta

organización para trabajar dentro de las otras opciones

de trabajo que tenia disponibles 1   2   3   4   5

33. Realmente me interesa el destino de

esta organización 1   2   3   4   5

34. Esta es la mejor organización para trabajar   1   2   3   4   5

35. A veces pienso en renunciar   1   2   3   4   5

36. Es muy probable que el próximo año este

buscando por un nuevo empleo   1   2   3   4   5

37. Voy a dejar esta organización el próximo año   1   2   3   4   5

Sección II: Información general

Por favor encierre su respuesta dentro de un círculo.

38. ¿En que departamento trabaja?   Camarista   Gastronomía
Recepción

39. ¿Cuánto tiempo tiene trabajando para esta compañía?

1-3 meses   4-6 meses   7-9 meses   10-12 meses   mas de 1
año

40. ¿Anteriormente, ha tenido otros puestos con la compañía? Yes   No

Si la respuesta es sí, ¿qué posición?

_____

41. ¿Cuánto tiempo tiene en la posición actual?

1-3 meses   4-6 meses   7-9 meses   10-12 meses   mas de 1

año

42. Género: Masculino   Femenino

43. Rango de edad (en años):

16-20   21-25   26-30   31-35   36-40

41-45   46-50   51-55   56-60   más de 60

44. Nivel más alto de educación terminada:

No terminé preparatoria (high school)   Terminé preparatoria

(high school)

Asistí a la Universidad/ college   Me gradué de la

Universidad/college

45. ¿Cuál es tu origen étnico? Caucásico   Hispano   Afro-Americano

Asiático   Otro

Appendix B

Interview Questions for Job Turnover in the Lodging Industry in English and Spanish

We are asking you to be a subject in research project entitled "Job Turnover in the Lodging Industry". The principal investigator for this study is Dr. Lynn Huffman, Associate Dean for the School of the Human Sciences at Texas Tech University. Dr. Huffman is being assisted by Francisco Cordero, who is a doctoral candidate in the Hospitality Administration program.

The purpose of this project is to determine factors that cause employee turnover in the lodging industry through understanding the attitudes of local hotel employees. If you agree to be a subject, you will be asked to answer the following questions. It is best for the study if everyone answers all the questions. However, if you do not feel comfortable answering a question, I will skip it and move on to the next question. The interview consists of seven (7) questions and it should take approximately 45 minutes to complete.

The interview will be conducted by the researcher. The interview will be transcribed and recorded. To ensure anonymity, no names will be mentioned during the interview and the researcher will be the only person that will listen to the recording and read the notes. The recordings will be destroyed immediately after they have been transcribed. There will not be any association between the participant and the recorded and written interview. The transcripts will be locked in a file cabinet in Mr. Cordero's office at Texas Tech.

Participating in this study is completely up to you. No one can force you to participate and you will not lose anything if you do not participate. Also, you can quit at anytime and you will not lose anything.

Mr. Cordero or Dr. Huffman will answer any questions you have about the study. Mr. Cordero can be contacted at (806) 742-3068. Dr. Huffman may be reached at (806) 742-3031. For questions about your rights as a subject or about potential injuries caused by this research, contact the Texas Tech University Institutional Review Board for the Protection of Human Subjects, Office of Research Services, Texas Tech University, Lubbock, Texas 79409. You can also contact their office at (806) 742-3884.

What department do you work in?

Your Age?

Education level?

Ethnicity?

1. Regardless of how much formal organizational authority your supervisor has built into his/her position, what are the chances that he/she would be personally inclined to use his/her power to help you solve problems in your work? (he certainly would, probably would, might or might not, no).

2. To what extent can you count on your supervisor to "bail you out," at his/her expense, when you really need him/her? (certainly would, probably, might or might not, no).

3. How often do you take suggestions regarding your work to your supervisor? (almost always, usually, seldom, never).

4. How would you characterize your working relationship with your supervisor? (extremely effective, better than average, about average, less than average).

5. Do you plan on looking for a new job within the next year? (yes, no, maybe)

6. How often do you think about quitting this job? (never, occasionally, once a week, once a day)

7. Do you plan on leaving this organization within the next year? (yes, no, maybe)

Satisfaccion en el Trabajo para Empleados en Hoteles

Estamos pidiendo que ser un tema en el proyecto de investigación titulado "Volumen de negocios de empleo en la industria hotelera". El investigador principal de este estudio es la Dr. Lynn Huffman, vicedecano de la Facultad de Ciencias Humanas de la Universidad Tecnológica de Texas. Dr. Huffman es asistido por Francisco Cordero, quien es un candidato doctoral en el programa de Administración de Hospitalidad.

El objetivo de este proyecto es determinar los factores que causan la rotación de los empleados en la industria hotelera a través del entendimiento de las actitudes de los empleados de los hoteles locales. Si usted se compromete a ser un tema, se le pedirá que conteste las siguientes preguntas. Es mejor para el estudio si todo el mundo responde a todas las preguntas. Sin embargo, si usted no se siente cómodo respondiendo una pregunta, voy a saltar y pasar a la siguiente pregunta. La entrevista se compone de siete (7) preguntas y debe tener aproximadamente 45 minutos.

La entrevista se llevará a cabo por el investigador. La entrevista será grabada y transcrita. Para garantizar el anonimato, sin nombres serán mencionados durante la entrevista y el investigador va a ser la única persona que va a escuchar la grabación y leer las notas. Las grabaciones de audio serán destruidos una vez que se transcriben. No habrá ninguna asociación entre el participante y la entrevista grabada y escrita.

La participación en este estudio es totalmente suya. Nadie te puede obligar a participar y no perderá nada si usted no participa. Además, puede salir en cualquier momento y usted no perderá nada.

El Sr. Cordero o la Dr. Huffman contestará cualquier pregunta que tenga sobre el estudio. Puede contactar Sr. Cordero en su oficina al (806) 742-3068. La Dr. Huffman se puede contactar al (806) 742-3031. Para preguntas acerca de sus derechos como lesiones tema o potenciales sobre causada por esta investigación, en contacto con el Texas Tech University Junta de Revisión Institucional para la Protección de Sujetos Humanos, Oficina de Servicios de Investigación, la Universidad Texas Tech en Lubbock, Texas 79409. También puede contactar a su oficina al (806) 742-3884.

¿Qué departamento trabaja usted en?

¿Sue edad?

¿Nivel de educación?

¿Origen étnico?

1. Sin importar la autoridad que le da el puesto a tu supervisor, ¿qué posibilidades hay de que tu supervisor use su poder para ayudarte a resolver tus problemas en el trabajo? (con toda seguridad, probablemente, quizá si o quizá no, no).

2. ¿En qué grado puedes confiar en que tu supervisor te saque de un problema cuando lo necesites de verdad? (con toda seguridad, probablemente, quizá si o quizá no, no).

3. ¿Con qué frecuencia le presentas sugerencias respecto a tu trabajo a tu supervisor? (Casi siempre, generalmente, rara vez, nunca).

4. ¿Que calificación le darías a tu relación de trabajo con tu supervisor? (extremadamente efectiva, arriba del promedio, en promedio, menos que el promedio).

5. Tienes pensado buscar un trabajo nuevo el año que viene? (si, no, tal vez)

6. ¿Con que frecuencia piensas en renunciar a tu trabajo? (nunca, de vez en cuando, una vez a la semana, a diario)

7. Tienes pensado abandonar esta organización el año próximo? (si, no, tal vez)

Appendix C

Hotel Employees by Age Group/Department

	Housekeeping	Foodservice	Front Desk	Other	Total
Ages 16-20	1	7	3	0	11
Ages 21-25	7	9	2	3	27
Ages 26-40	17	5	3	2	21
Total	25	21	8	5	59

Appendix D

Exit Interview Results

Categories	Number	Percent
Job description		
Housekeeping	79	50.8
Foodservice	63	40.7
Front desk	10	6.8
Other	3	1.7
Mode of termination		
Quit	139	89.8
Fired	16	10.2
Employee comments		
No show	55	35.6
Other job	11	6.8
Bad work conditions	26	16.9
Family	16	10.2
Other	47	30.5

Appendix E

Employee Responses of Job Satisfaction

	Frequency	Percent
Low satisfaction (≤ 2.99)	11	18.6
Neutral satisfaction (= 3)	13	22.0
Satisfied (> 3)	35	59.4
Total	59	100

Appendix F

Factorial Analysis "Job Satisfaction"

Variable	Extraction sums of squared loadings	% Variance
Flexible schedule	10.73	51.39
Job challenging	1.754	8.77
Pay is fair	1.382	6.91
Enough work hours	1.219	6.09

Appendix G

Employee Correlations Job Satisfaction Factorials

Factor		Job challenging	Work hours	Flex schedule	Pay fair
Job challenging	Pearson Correlation	1.0	.564*	.584*	.412*
	Sig. (2-tailed)		.000	.000	.001
	N	60.0	60.0	60.0	60.0
Work hours	Pearson Correlation	.564*	1.0	.854*	.510*
	Sig. (2-tailed)	.000		.000	.000
	N	60.0		60.0	60.0
Flex schedule	Pearson Correlation	.584*	.854*	1.0	.493*
	Sig. (2-tailed)	.000	.000		.000
	N	60.0	60.0	60.0	60.0
Pay fair	Pearson Correlation	.412*	.510*	.493*	1.0
	Sig. (2-tailed)	.001	.000	.000	
	N	60.0	60.0	60.0	60.0

Note. *Correlation significant at the 0.01 level (2-tailed).

Appendix H

Level of Overall Organizational Commitment

	Frequency	Percent
Negative commitment (≤ 2.99)	16	27.0
Neutral commitment ($= 3$)	19	32.4
Positive commitment (> 3)	24	40.6
Total	59	100

Appendix I

Factorial Analysis: Organizational Commitment

Variable	Extraction sums of squared loadings	% Variance	Cumulative %
Best organization to work for	5.702	71.28	71.28
I care about this organization	.830	10.37	81.65
Glad I chose this organization	.494	6.18	87.83

Appendix J

Factorial Correlations for Organizational Commitment

Factor		Best to work for	Care about	Glad I chose
Best to work for	Pearson			
	Correlation	1.0	.699*	.726*
	Sig. (2-tailed)		.000	.000
	N	60.0	60.0	60.0
Care about	Pearson			
	Correlation	.699*	1.0	.807*
	Sig. (2-tailed)	.000		.000
	N	60.0	60.0	60.0
Glad I chose	Pearson			
	Correlation	.726*	.807*	1.0
	Sig. (2-tailed)	.000	.000	
	N	60.0	60.0	60.0

Note. *Correlation significant at the 0.01 level (2-tailed).

Appendix K

Leader Member Exchange (LMX) Frequency and Percentage

	Frequency	Percent	Cumulative percent
Low quality (≤ 2.99)	20	33.9	33.9
Neutral ($= 3$)	5	8.4	42.4
High quality (> 3)	34	57.6	100
Total	59	100	

Appendix L

Factorial Analysis of LMX

Variable	Extraction sums of squared loadings	% Variance	Cumulative %
Leader friendly	4.175	59.63	59.63
Good relationship	1.067	15.24	74.88
Good work recognize	.714	10.20	85.08

Appendix M

Factorial Correlations LMX Relationship

Factor		Leader friendly	Good relationship	Good work recognized
Leader friendly	Pearson			
	Correlation	1.0	.958*	.732*
	Sig. (2-tailed)		.000	.000
	N	60.0	60.0	60.0
Good relationship	Pearson			
	Correlation	.958*	1.0	.751*
	Sig. (2-tailed)	.000		.000
	N	60.0	60.0	60.0
Good work recognized	Pearson			
	Correlation	.732*	.751*	1.0
	Sig. (2-tailed)	.000	.000	
	N	60.0	60.0	60.0

Note. *Correlation significant at the 0.01 level (2-tailed).

Appendix O

Factors of Turnover Intent

Variable	Extraction sums of squared loadings	% Variance	Cumulative %
I will leave this organization in next year	2.38	78.28	78.28
Likely I will look for a new job in next year	.451	15.05	93.37
I often think about quitting	.200	6.66	100

Appendix P

Factorial Correlations Turnover Intention

Factor		Leave organization in next year	Likely to look for new job	I often think about quitting
Leave organization in next year	Pearson Correlation	1.0	.755*	.712*
	Sig. (2-tailed)		.000	.000
	N	60.0	60.0	60.0
Likely to look for new job in next year	Pearson Correlation	.755*	1.0	.551*
	Sig. (2-tailed)	.000		.000
	N	60.0	60.0	60.0
I often think about quitting	Pearson Correlation	.712*	.551*	1.0
	Sig. (2-tailed)	.000	.000	
	N	60.0	60.0	60.0

Note. *Correlation significant at the 0.01 level (2-tailed).