

THE IMPACT OF CAREER MOTIVATION AND POLYCHRONICITY ON JOB  
SATISFACTION AND TURNOVER INTENTION AMONG  
HOTEL INDUSTRY EMPLOYEES

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Employee turnover has been one of the most serious issues facing the hotel industry for many years. Both researchers and practitioners have devoted considerable time and effort to better understand and identify ways to decrease employee turnover. The purpose of this study was to examine the impact of individual differences focusing on career motivation and polychronicity on job satisfaction and its influence on employee turnover intention in the hotel industry. This study surveyed 609 non-supervisory employees working at two Dallas hotels. Respondents provided information regarding career motivations, polychronicity, job satisfaction, and turnover intention. Career motivations were significantly related to employee job satisfaction which impacted employee turnover intention. This finding can be useful to hotel companies and their managers when attempting to understand employee motivation.

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## CHAPTER 1

### INTRODUCTION

Hospitality companies have strived to develop service strategy in order to compete and differentiate themselves from other competitors. Since relentless competition has resulted in little variation among facilities, the quality of service is regarded as one of the main factors in the success of hospitality businesses (Chang, 2006). Service quality depends largely on the attitudes and behaviors of employees who have contact with customers directly and offer them service.

Customer satisfaction and customers' perceptions of service quality are significantly influenced by the attitudes and behaviors of employees (Bitner, Booms, & Tetreault, 1990; Parasuraman, Zeithaml, & Berry, 1988; Schneider & Bowen, 1993). Empirical evidence shows that to the extent employees are able to deliver high-quality service, customers are more likely to generate favorable evaluations of a hotel, and increase the frequencies of their future visits (Rafaeli & Sutton, 1989). In this regard, employees delivering a high quality of service are essential for the success of the hotel business, which often involves dynamic interactions between customers and employees (Rafaeli, 1989). However, in reality, hotel employee turnover is notoriously high as the nature of hotel work is labor intensive, low in wage, and promotion opportunities are limited. Moreover, the cost incurred by turnover has a huge impact on marketing strategy effectiveness as well as the business profit (Hogan, 1992). Therefore, it is crucial that the hotel industry decrease the employee turnover rate based upon understanding specific

factors that lead employees to want to leave the hotel industry.

There is extensive research to examine causes and effects of employee turnover (Herzberg, Mansner, & Snyderman , 1959; Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Porter & Steers, 1973; Price, 1977). Among those antecedents and consequences of employee turnover, job satisfaction has a direct and significant influence on increasing job retention and decreasing turnover (Arnold & Feldman, 1982; Michael & Specter, 1982; Mobley, 1977; Peter Bhagat, & O'Connor, 1981). In their meta-analyses, which examines the relationship between job satisfaction and turnover, Porter and Steer (1973) and Arnold and Feldman (1982) found support for a negative relationship. Mobley (1977) suggested that dissatisfaction triggers an employee's thinking of leaving, searching for other jobs, evaluating of job alternatives, intending to quit, and finally turnover.

Another determinant for deciding job satisfaction is career motivation. Understanding the factor that predicts career motivation is a crucial topic for organizations (Feldman, 1989). Hotel managers need to better understand what motivates their employees in their jobs in order to increase job satisfaction and to reduce employee turnover. For instance, knowing what motivates their employees to work in the hotel industry would give hotels a better chance of satisfying and consequently retaining their employees.

According to Simons and Enz (1995), employees have different job expectations and motivations. To motivate them effectively, it is beneficial to know how to deal with employees' personal characteristics at work. The transition of the work force to the

younger generation, such as Generation Y, brings new employee attitudes and behaviors to the hotel industry. Hotel managers need to reflect this generational change of hotel employees who are totally different compared to older generations of employees.

Beyond the demographic differences, recently, polychronicity has been highlighted as a factor that affects job satisfaction and employee turnover (Arnold, Arnold, & Landry, 2006). Polychronicity refers to the extent to which people prefer to be engaged in two or more tasks or events simultaneously and believe that their preference is the best way to do things (Bluedorn, Thomas, Michael, & Gregg, 1999). The hotel industry is characterized by requiring employees to do multiple activities at the same time, such as accepting telephone calls while meeting with customers who do not have appointments. A strongly polychronic individual tends to interact with several customers at the same time and does not regard unscheduled events (e.g., phone call, walk-in guests) as an interruption. Unscheduled events would be interpreted as part of the normal activities rather than as interruptions or deviations from the plan or schedule (Arndt, Arnold, & Landry, 2006). Since workplace interruptions are common work patterns in the hotel industry, polychronic individuals may demonstrate greater numbers of positive attitudes in the workplace.

The purpose of this study investigates the impact of career motivations and polychronicity on job satisfaction and employee turnover intention in the hotel industry.

### Rationale

The issue of employee turnover is receiving considerable interest among hotel managers and researchers. This is because excessive employee turnover brings huge

financial costs to organizations (Simons & Hinkin, 2001). The estimated turnover cost per food service employee for U.S. hotel properties is approximately \$267.35, while the entire cost of turnover for hourly employees ranges from \$3,000 to \$10,000 each, considering the hidden costs such as lost productivity and reduction in sales (Kaak, Field, Giles, & Norris, 1998). Racz (2000) stated that the direct costs of employee turnover constitute only about 15%-30% of total costs associated with lost employees. The other 70%-85% are hidden costs of customer dissatisfaction and defection that are caused by unsatisfied employees before they leave. Therefore, hotel managers should pay close attention to reduce employee turnover by creating positive work environments that promote career motivation.

Despite the amount of research on motivation, previous research on motivation in the hotel industry has measured the extent of motivation and has focused on the differences of demographic factors in motivational preferences among hotel employees, such as gender, age, income level, job type, and organizational level. However, the present study tries to investigate how motivational factors influence job satisfaction and other job outcomes. In addition, with the emergence of a new generation of employees and increasing competitiveness among companies in the hotel industry, this study explores the effect of employee personality traits on job satisfaction in the hotel industry. The present study first tries to explore how employee traits, focusing on polychronicity, can influence work outcomes such as job satisfaction and employee turnover intention in the hotel industry.

### Purpose of Study

The purpose of this study is to examine the impact of individual differences focusing on career motivation and polychronicity on job satisfaction and its influence on employee turnover intention in the hotel industry. The following research objectives guide this study.

- (1) To identify the decisive subdimensions of career motivations, polychronicity, and job satisfaction among the hotel industry employees perceptions.
- (2) To compare differences of career motivation, polychronicity, job satisfaction, and turnover intention among groups based on demographic variables.
- (3) To examine the relationship between career motivation and job satisfaction.
- (4) To examine the relationship between polychronicity and job satisfaction.
- (5) To examine the relationship between job satisfaction and turnover intention.

### Significance of the Study

Losing high-potential employees is particularly troubling in the hotel industry where the turnover rate is notoriously high. Although a great deal of study has addressed the issue of employee turnover, little recent empirical research has been conducted to examine the relationships among career motivations, job satisfaction, and turnover intention in the hotel industry. In addition, very little is known about the relationship between employee traits, disposition and job satisfaction in the hotels.

This study was conducted to investigate potential reasons for employee turnover in the hotel industry. First, the results will enhance understanding of career motivations that influence employee turnover. By identifying multiple dimensions of career

motivations, this study points out what employees want to get from their jobs and how career motivations affect job satisfaction and employee turnover. Since these employees may be considered important conduits between customers and the company, this type of examination is needed to augment the understanding of managing employees.

Second, despite the large volume of empirical research on turnover, few studies have linked employee characteristics to work outcomes such as job satisfaction and turnover intention. In particular, polychronicity as an essential employee trait will be explored as a new generational trait in this study. Given that the hotel industry stands out as a work environment where time use is important and where multi-tasking is frequently required within a given period of work time, polychronicity may play a vital role in increasing job satisfaction. Therefore, this study may enable hotel managers to better understand polychronicity as one of the significant personal factors.

Finally, employee attitudes and behaviors are essential to the quality of service and the success of hotel organizations. This would imply the need for research concerning how to successfully retain good employees in the hotel industry. There has been limited evidence of theoretical or empirical research in the hotel industry concerning the antecedents and consequences of employee turnover that may have major impacts on productivity and employee morale.

#### Limitations

This study is limited by the following factors. First, as the sample is derived from only the Dallas-Fort Worth (DFW) metropolitan area, it is rather difficult to make generalizations from these findings. In addition, the sample is selected from a single hotel

company. The result might have differed if the population had extended to employees representing different hotel companies in the United States. It will be necessary to obtain a more diverse and representative population for future studies. Finally, the legal counsel for the hotel company used in this study provided specific guidelines for distributing and collecting the completed questionnaires.

### Definitions

*Career motivation* refers to the willingness to exert high levels of effort toward career goals in order to satisfy some individual need (Robbins, 1993).

*Job satisfaction* refers to “employee’s state of emotion and affective responses to specific aspects of the job” (Williams & Hazer, 1986).

*Polychronicity* is the extent to which people prefer to be engaged in two or more tasks or event simultaneously and believe that their preference is the best way to do things (Bluedorn, Thomas, Michael, & Gregg, 1999).

*Turnover intention* is an individual’s estimated probability that they will leave an employing organization (Cotton & Tuttle, 1986).



## CHAPTER 2

### REVIEW OF THE LITERATURE

#### Employee Turnover in the Hospitality Industry

High levels of employee turnover continue to be the most serious challenge in the hospitality industry (Hinkin, & Tracey, 2000; Wasmuth & Davis, 1983). Turnover rates for the hotel industry in 1997, as reported by the American Hotel Foundation, range from 13.5% for managerial employees and 11.9% for supervisory employees to 51.7% for line-level employees (Woods, Heck, & Sciarini, 1998). These are much lower rates than the 105% rate for hourly employees and 46% rate for salaried employees, as reported by Hiemstra (1987). Turnover rates are reported to be 100% in the overall hospitality industry (Katz-Stone, 1998) and 300% in the food service industry (Weiss, 1998). The hospitality industry has an exceptionally high turnover rate compared to other industries. For instance, although nurses in hospitals have a history of high turnover compared to other industries, the turnover rate is only 40%, which is nearly three times the average for manufacturing firms nationally (Woods & Macaulay, 1989). The hospitality industry experiences a triple-digit rate, which is routinely accepted by hospitality operations (Woods & Macaulay, 1989).

More than 1,000 studies have been carried out since the early 1900s demonstrating the imperative role of turnover issues (Mowday, Porter, & Steers, 1982). A number of research studies have been conducted to determine the causes for employee turnover (Mobley, 1982; Mowday et al., 1982; Price, 1977). For example, the relationship

between turnover and individual demographics such as age, race, level of education, tenure, and marital status has been investigated (Cotton & Tuttle, 1986; Griffeth, How, & Gawrtner, 2000; Mobley, Horner, & Hollingsworth, 1979; Price, 1977). Both organizational commitment (Blau & Boal, 1987) and job satisfaction (Herzberg, Mansner, & Snyderman, 1959; Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Porter & Steers, 1973; Price, 1977) and their influence on turnover have also been studied extensively.

The conventional definition for employee turnover is “the gross movement of workers in and out of employment with respect to a given company” (Mitchell, 1981). The movement refers to individuals who are either coming into the organization or leaving the organization. Price (1977) defined employee turnover as “the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.” Meanwhile, Woods and Schmidgall (1995) focused on the entire process in the organization during a period. They referred to employee turnover as “each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover.”

Based on the employee’s turnover characteristics, turnover type is classified as: (1) voluntary or involuntary; (2) functional or dysfunctional; and (3) avoidable or unavoidable (Griffeth & Hom, 2001). Involuntary turnover refers to the termination of the employment relationship initiated by the company. Little research has been carried out on involuntary turnover because most organizations consider it desirable and

necessary (Griffeth & Hom, 2001). On the other hand, voluntary turnover receives the most attention by researchers (Mobley, 1977; Mobley et al., 1979; Price, 1977; Steers & Mowday, 1981). These researchers developed models to explain voluntary turnover. Most theories on voluntary employee turnover come from the ideas of March and Simon (1958) on the perceived ease and desirability of leaving one's job (Jackofsky, 1984). The perceived ease of movement is reflected by job alternatives, and the perceived desirability of movement is usually taken to mean job satisfaction. Consequently, job satisfaction and job alternatives tend to be considered as integral to voluntary turnover (Trevor, 2001). Job attitudes combined with job alternatives predict intent to leave, which are direct causes to turnover. The people become dissatisfied with their jobs, search for alternatives, compare those options with their current jobs, and leave if any of the alternatives are judged to be better than their current situation (Mobley, 1977). Hom and Griffeth (1991) produced a summary model featuring job satisfaction and unemployment rate as two of the six predictors.

Turnover is also differentiated as either functional or dysfunctional. Functional turnover is described as the exit of substandard performers. For example, some workplace separations involve employees the organization would prefer not to retain. Losing such employees through voluntary separations may be viewed merely as a convenient substitute for termination. Voluntary employee turnover such as this is considered to be functional for the organization. Dysfunctional turnover, on the other hand, is voluntary separation of employees whom the organization prefers to retain (Dalton, Todor, & Krackhardt, 1982). The latter form of turnover has been classified as dysfunctional

because these employees have made positive contributions to the organization (Abelson & Baysinger, 1984). However, for the most part, turnover is viewed as dysfunctional because of the loss of excellent employees. The loss of good performers threatens organizational effectiveness in terms of accompanying increases in various turnover cost. Abelson and Baysinger (1984) disagreed with the assumption that employee turnover is dysfunctional; and Dalton, Tudor, and Krackhardt (1982) and Hollenbeck and Williams (1986) believed that employee turnover has both functional and dysfunctional consequences.

Finally, turnover is either avoidable or unavoidable. Unavoidable turnover is turnover outside the control of the organization. Factors outside the control of the organization reported in studies by Abelson (1987) include childbirth, full-time care for relatives, family moves, acute medical disability, and death. Here again, unavoidable turnover is something organizations have little control over, and therefore, research studies focusing on avoidable, voluntary, and dysfunctional turnover receive most of the attention from many researchers. To meet consumer demand in a dynamic and competitive hospitality market environment, it is imperative to comprehend the impacts of turnover.

### The Impacts of Employee Turnover

The reason so much attention has been paid to employee turnover is that employee turnover has significant negative impacts on organizations (Cantrell & Sarabakhsh, 1991; DeMicco & Giridharan, 1987; Denvir & McMahon, 1992; Dyke & Strick, 1990). There are negative impacts on customer service and satisfaction. In other

words, high turnover is more likely to provide poor customer service and can ultimately lead to customer dissatisfaction. Anecdotal evidence illustrates that in a company experiencing 150% turnover, customers are continually being served by new employees (Wood & Macaulay, 1989).

High turnover rates might have negative effects on the profitability of companies (Barrows, 1990; Hogan, 1992; Wasmuth & Davis, 1983). Birdir (2002) conducted research on two divisions of the Marriott Corporation and found out that there was a significant relationship among turnover, customer retention, and company profitability.

#### The Causes of Employee Turnover

Employee turnover has largely impacted the organization not only in the form of direct monetary costs, but also in the loss of productivity. Numerous studies examined the significant causes of employee turnover (Mobley, 1982; Price, 1977). Cotton and Tuttle (1986) classified causes of turnover into three key categories: (1) work-related factors; (2) personal factors; and (3) external factors. Work-related factors (e.g., pay, performance, job satisfaction, and organizational commitment) have received the most attention because of their direct and strong effects on turnover (Futrell & Parasuraman, 1984; Sager & Johnston, 1989; Sager, Varadarajan & Futrell, 1988). Specifically, job satisfaction (Blau & Boal, 1989; Brooke, Russell, & Price, 1988) was found to be a very important factor to predict employee turnover in the retail and hospitality industry. Most of the previous studies agreed that dissatisfaction directly leads to employee turnover (Mobley, 1982; Mowday, Porter & Steer, 1982). However, some findings have been inconsistent with respect to the effect of job satisfaction on employee turnover. Some

researchers have found that job satisfaction exerts a significant effect on employee turnover, whereas other researchers have not found such an effect (Johnson, Futrell, Parasuraman, & Sager. 1988; Sager & Johnson, 1989; Sager et al., 1988).

Personal factors are other causes of employee turnover. Demographic variables including age, education, gender, and job tenure are relevant to understating employee turnover tendency (Arnold & Feldman, 1982; Parasuraman, 1983; Williams & Hazer, 1986). For examples, age has been found to be negatively related to employee turnover tendencies (Cotton & Tuttle, 1986; Dewar & Werbel, 1979; Steers, 1977). Young employees are more likely to leave their jobs than more mature employees. Also, employees with long work experience have been found to have a low turnover tendency (Schulz & Bigoness, 1987).

External environmental variables (e.g., unemployment rates, employment perceptions, and union presence) are usually unchangeable in the short run, while work-related variables and personal variables can be quite manageable. In summary, the literature has paid greater attention to work-related factors and personal factors as the determinants of employee turnover (Michaels & Spector, 1982; Wotruba & Tyagi , 1993).

### Strategies to Reduce Turnover

Relatively little attention has been paid to developing strategies that reduce employee turnover and increase satisfaction in an organization. Wood and Macauley (1989) identified numerous short-term and long-term prescriptions to cure turnover as illustrated in Table 1. The emphasis of short-term prescriptions focuses on collecting

information and enhancing communication. The flow of information can serve as a powerful force in eliminating many turnover causes. In contrast, the emphasis of long-term prescriptions emphasizes organizational change and creating the type of company culture that employees want to work for (Woods & Macaulay, 1989). They take more time to implement and they cost more money, however, the results are longer lasting.

Other researchers (Lankau & Chung, 1998) have found that mentoring programs are a very helpful tool in increasing employee retention, as well as sustaining service quality. Each employee has his or her own mentor who provides him or her with a special assignment and development plan. With this formal structure, the employees can contact their mentors by telephone or in person to help them grow in their jobs (Hogan, 1992). Some studies indicate that line-level employees with mentoring relationships are likely to feel more positive about working for their hotels than employees who are not receiving any type of mentoring. Mentors also seem to make a difference in employee decisions about whether to stay or to leave the organizations.

Effective selection practices play important roles in eliminating candidates who are at high risk of not lasting long on the job (Bitzer, 2006). Placing employees in the right positions at the right times is a very important responsibility for organizations. Good hiring methods and screening practices enable new hires to be more productive and reduces labor turnover (Abbasi & Hollman, 2000).

Table 1.1

*Prescriptions to Cure Turnover*

Short-term prescription	Long-term prescription
“Surface” your company’s culture	Establish socialization programs to teach employees your company’s values and beliefs.
Find out why short-term employees leave.	Create training programs that speak your employees’ language.
Find out why long-term employees stay.	Establish career paths for hourly employees.
Ask employees what they want.	Involve employees in quality circles.
Give employees a voice in job performance and the organization.	Develop partner or profit-sharing programs.
Check managers’ bias regarding hourly workers.	Create incentive programs.
Develop a recruiting system tailored to meet the needs of the company.	Establish child-care and family-counseling programs.
Develop orientation programs that fit your culture.	Create a working environment that supports non-traditional employees (e.g., flextime, job sharing, and appropriate benefits packages).

*Note:* From “Rx for turnover: Retention programs that work” by R. H. Woods, & J. F. Macaulay, 1989, *Cornell Hotel Restaurant Administration Quarterly*, 30, pp. 79-90.

Among effective selection practices, personality testing has long been used in the public safety and law enforcement field (Bitzer, 2006). These tests are designed to help companies evaluate personality types. In fact, the five factor personality models (or Big Five) are widely used forms of personality testing. The Big Five theories consist of five personality traits: (1) conscientiousness, (2) openness to experience, (3) extroversion, (4) agreeableness, and (5) emotional stability. For example, as emotional stability has a



relationship with turnover of between 0.25 and 0.35, organizations can reduce turnover by measuring emotional stability (Bitzer, 2006).

### Job Satisfaction

Within the work-related factors, job satisfaction is one of the most widely studied variables in employee turnover research (Berg, 1991; Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Price, 1977). Job satisfaction is defined as: the positive emotional response to a job situation resulting from attaining what the employee wants and values from the job (Lock, Fitzpatrick, & White, 1983); and the overall sense or feeling an employee has for the job situation (Arndt, Arnold, & Landry, 2006).

Mobley(1982) suggested that dissatisfaction triggers an employee's thoughts of leaving, search evaluation and behavior, the evaluation of alternatives, intention to quit, and finally turnover. That is, the more dissatisfied employees become, the more likely they are to consider other employment opportunities (Hellman, 1977). These unsatisfied employees may remain in the organization but attempt to influence organizational changes through union or other unhealthy activity (Roznowski & Hulin, 1992).

Conclusively, job satisfaction has long been recognized as an effective determinant in explaining turnover intention (Hwang & Kuo, 2006). Given a number of approaches to job satisfaction in organizational studies, Brown and Peterson's (1993, 1994) job satisfaction model is the most popular framework that has been referenced. They suggest that the correlates of job satisfaction fall into four categories: (1) individual differences, (2) role perceptions, (3) organizational variables, and (4) work outcomes. Although researchers have studied various correlates of job satisfaction and offer many

insights, my study endeavors to explain the causal processes linking hospitality employees' job satisfaction with its causes and consequences.

### Career Motivations

Motivating an organizational workforce to work more effectively toward its goals is perhaps the most fundamental task of management. The term "motivation" is derived from the Latin word "movere," meaning to move (Kretiner & Kinicki, 1998). Motivation refers to the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need (Robbins, 1993). Mullins (1992) defined motivation as the direction and persistence of actions. He stated that the driving force of motivation is "towards the satisfaction of certain needs and expectation"

In fact, the hotel industry is famous for its high employee turnover and labor-intensive nature as well as low job security, low pay, shift duties and limited opportunities for promotion (Byrne, 1986; Knight, 1971). Knowing why these employees are dissatisfied is imperative to decrease turnover and increase job satisfaction. In this point of view, employee career motivations have been gaining greater attention from hospitality managers and researchers during past 30 years (Arthur, 1994; Arthur, Khapova, & Wilderom, 2005). The platform for employee motivational research is based upon Abraham Maslow's motivation hierarchy and Frederick Herzberg's concept of intrinsic and extrinsic motivating factors. Maslow (1943) hypothesized that within every human being there exists a hierarchy of five needs. Herzberg's (1966) motivation-hygiene theory proposed that there are two factors which affect the individual's satisfaction or

dissatisfaction with work. However, Kovach's instrument is the most extensively used for employee motivation research such as studies done by Charles and Marshall (1992) and Simon and Enz (1995). Using industrial workers in the United States, Kovach identifies ten job-related factors that are considered important to motivating employees, including (1) good wages; (2) tactful discipline; (3) job security; (4) interesting work; (5) feeling of being involved; (6) sympathetic help with personal problems and opportunities for advancement and development; (8) good working conditions; (9) personal loyalty to employee; and (10) appreciation and praise for work done (Kovach, 1980, 1987). In his longitudinal study between 1946 and 1986, Kovach identified gradual changes of industrial workers' wants and needs. For example, the top-ranked item "full appreciation of work done" was replaced by "interesting work." This change was based upon the general improvement of Americans' living standards and quality of life after World War II (Wong, Siu, & Tsang, 1999). Interestingly, he found "good wage" always has been ranked fifth among ten items. It suggests that wages may not be the most important job-related reward employees are seeking.

Thereafter, Charles and Marshall (1992) replicated Kovach's study among 255 employees of seven Caribbean hotels and found that the hotel employees' views of important job-related factors were considerably different from that of industrial workers. They found that good wages and good working conditions were rated as the first and second priorities of Caribbean hotel employees. Their findings were supported by Simon and Enz (1995), who conducted a survey of 278 hotel employees in 12 different hotels located in the United States and Canada. Conclusively, good wages, job security and

opportunities for advancement and development were ranked as the three most important factors by these hospitality employees.

Holt (1993) conducted empirical research that drew upon the motivational theory that classified motivation into extrinsic motivations and intrinsic motivations. Extrinsic motivations included tangible aspects of a job, such as wages, benefits and job security. Intrinsic motivations, on the other hand, had more to do with a sense of achievement and self-esteem, and included aspects such as autonomy (Herzberg, Mausner, & Snyderman, 1959).

An understanding of intrinsic motivation is necessary to understand career motivations because intrinsic motivators carry more weight than the extrinsic motivators (Holt, 1993). Comparing with extrinsic motivations which emphasize rewards and punishments controlled by the organization, intrinsic motivations focus on valued experiences that an employee gets directly from their work tasks (Deci, 1975; Deci & Ryan, 1985; Thomas & Tymon, 1997; Thomas & Velthouse, 1990). Based on these positive experiences employees are excited, involved, committed, and energized by their work (Thomas & Tymon, 1997). Because intrinsic motivations are passions and positive feelings, these feelings reinforce and energize employees' self-management efforts and make work personally fulfilling (Thomas, 2000). Based on the previous research, ten Kovach's job motivations are classified into intrinsic and extrinsic motivations as follows.

#### *Extrinsic Motivation*

Extrinsic motivation is generally defined as “exclusive” to intrinsic motivation. Deci and Ryan (1985) perceived extrinsic motivation as an interest in the activity itself,

such as reward or physical working environment. Extrinsic motivation includes good wages, job security, good working conditions, and company policy.

*Good wages.* Economic gain is one of the most important factors to motivate employees (Rice, Phillips, & McFarlin, 1990; Taylor, 1991). Grham and Kwok (1987) concluded that financial reward was the primary motivator for Hong Kong employees, and Luk and Arnold (1989) supported their conclusion. However, the relationship between pay level and pay satisfaction may be more complicated (Robert & Chonko, 1996), because an employee's satisfaction with his/her level of pay depends not only upon the absolute level of income, but also upon what the individual perceives to be a fair level (Lawler, 1971). Summers and Hendrix (1991) found that perception of pay equity influenced turnover through pay satisfaction. In terms of attitudinal outcomes of perceived inequity, most field research has focused on pay satisfaction, which has been established as an important consequence of perceived pay inequity.

Lawler and Porter's equity theory (1967) suggested that equitable rewards were an important link between performance and satisfaction. Adam (1963) suggested that individuals compare their rewards such as pay, promotion, status and recognition with those of their peers doing similar tasks. Individuals will only improve their job performance if they feel that equity exists within the organization's pay system (Wong, Siu, & Tsang, 1999). However, when individuals feel that they are unequally paid when compared with their colleagues, they will be less willing to exert effort at work. The above findings seem to support the concept of Theory M (Money) postulated by Weaver (1988), who suggested offering direct cash rewards for employees or workers

demonstrating above-average productivity. He argued that though this program would increase payroll costs, profits gained from increased sales or savings by the company offset the cost.

A motivational program based on Theory M would decrease the source of worker turnover, because employees would perceive that they are paid what they are worth. For example, motivation by money was adopted as a bonus and pension incentive plan by the Four Seasons Hotel (Johnson, 1986). Different categories of employee received different ranges of bonuses, making the Four Seasons Hotel chain a company with a reputation for offering relatively high wages, generous benefits and recognition.

*Job security.* Job security is also one of the factors that helps predict job satisfaction and motivate employees (Glisson & Durick, 1988). During the last decade, as economic conditions became increasingly uncertain due to global competition and the advancement of information technology, downsizing has been one of the popular strategies for organizations to reduce costs and streamline operations (Greenhalgh, Lawrence & Sutton, 1988). This inevitably increased the sense of job insecurity among employees. The concept of job insecurity refers to “employees’ negative reactions to the changes concerning their jobs.” (Sverke & Hellgren, 2002). The domain of job insecurity generally includes both a threat of job loss and a threat of deterioration in employment relationship such as demotion or the lack of career opportunities (Ashford, Lee, & Bobko, 1989).

A growing number of studies have been conducted on this issue, particularly the negative impacts of job security in the workplace. The first negative impact type relates

to employees' health and well-being, since job insecurity is a main source of stress that produces deviation from normal physiological, psychological and behavioral responses (Ogoshi, 2006). Roskies and Louis-Guerin (1990) conceptualized job insecurity as a source of stress and anxiety. Empirical studies have shown that job insecurity is related to psychological distress (Dooley, Rock, & Catalano, 1987), job dissatisfaction (Borg & Elizur, 1992), and poor health (Cobb & Kasl, 1997; Greenhalgh & Jick, 1989). The second impact relates to various employee outcomes such as job attitudes and work behavior. Greenhalgh, Lawrence, and Sutton (1988), for example, suggested that job insecurity would lead to high propensity to leave, strong resistance to change, and reduced work effort and commitment among workers. The relationship between job insecurity and these organizational outcomes have been consistently demonstrated by previous research (Abramis, 1994; Borg & Elizur, 1992; Hartley, 1991; Rosenblatt and Ruvio, 1996). Ashford, Lee, and Bobko (1989) found that perceived job insecurity was negatively associated with job performance, organizational commitment, trust in organization, and job satisfaction.

*Good Working Conditions.* Young employees would like to have a feeling of pride about the places where they work (Lee, 2006). Generally, pleasant working conditions have been classified as a hygiene factor. Although the absence of the hygiene factor can cause dissatisfactions among employees, it has no motivational effect on employees.

The criteria of pleasant working conditions were fairly closely associated with motivation (Carlopio, 1996). For example, many of the part-time helpers in larger stores spend a considerable amount of their time in the stockroom, which is probably one of the

less pleasant sections of a store. Thus, even though other job expectations may be relatively well satisfied, the employee who finds himself or herself in this situation may feel that improved physical surroundings would enhance the attractiveness of this job. Conversely, the employee who is working a store with very pleasant physical surroundings may have compared it with less desirable stores and be willing to sacrifice other aspects for pleasant physical surroundings. Research of employees' appraisals of and satisfaction with their physical work environments should provide an understanding of the linkage between objective properties, subjective attributes and work outcomes (Ferguson & Weiman, 1986; Zalesny, Farace, & Kurchner-Hawkins, 1985).

*Company Policy.* Administrative style and company policies are other important factors that impact job satisfaction. Company policies are associated with negative thoughts or job dissatisfaction (Utley, Westbrook, & Turner, 1997). Company policy and administration is also highly ranked as a job dissatisfier in a government research and development environment study (Leach & Westbrook, 2000). Studies in other industries also resulted in similar findings. A study examined the job satisfaction of chief housing offices in higher education found that the primary job dissatisfier factor is organizational policy and administration (Bailey, 1998).

The management style of an organization has also been found to have an effect on employee perceptions of company policies. Witt, Andrews and Kacmar (2000) showed that job satisfaction is negatively affected when the perception is that decisions are made based on organizational politics. They find that there is less dissatisfaction with



organizational policies when higher levels of participative decision-making existed for the employees.

Employees experience reduced job satisfaction when promotions, awards, and pay raise are based on political considerations rather than merit. Empirical evidence has indicated that perceptions of politics are inversely related to expressions of job satisfaction (Bozeman, Perrewe, Hochwater, Kacmar, & Brymer, 1996; Cropanzano, Howes, Grandey, & Toth, 1997; Ferris, Brand, Brand, Rowland, Gilmore, Kacmar, & Burton, 1993; Kacmar, Bozeman, Carlson, & Anthony, 1999; Nye & Witt, 1993).

#### *Intrinsic Motivation*

Intrinsic motivation is usually considered as the motivation to engage in work primarily for its own sake because work itself is exciting. According to Deci (1975), “an activity is intrinsically motivated if there is no apparent external reward for the activity; it is the end rather than the means to an end.” Generally, psychological theory has been more focused on intrinsic rather than extrinsic motivation (Holt, 1993). Wexley and Yuki (1977) defined intrinsic motivation with a different approach. They regarded it as “effort that is expended in an employee’s job to fulfill growth needs such as achievement, competence, and self actualization.” In this study, intrinsic motivation refers to self-esteem and self-actualization, such as opportunity for advancement, interesting work, a feeling of being involved, sympathetic help with problems, personal loyalty, and appreciation.

*Opportunities for Advancement and Development.* Career needs refers to the personal needs of goals, tasks, and challenges in an individual’s career, and it is

recognized that career needs change with the various career stages (Cron, 1984). In the “exploration” stage of a researcher’s career, for example, the central focus is on establishing a suitable professional field, and through self-assessment, gaining an understanding of one’s own interests and ability in that field. Employees need to continually upgrade their skills and knowledge according to the requirements of jobs, but will also wish to interact with their superiors and peers to satisfy their social support needs (Hall, 1976). During the “establishment” stage, employees are keen to experience success and the respect of their coworkers; they are ambitious and industrious, eager to improve their knowledge, and very open about their pursuit of professional goals. During the “maintenance” stage of their careers, the career concerns of personnel are retention of their earlier accomplishments and reevaluation of their career direction. They have become rich in job experience; thus they should be adequately qualified to direct others. Employees at the “disengagement” stage will be concerned only with successful completion of their career (Cron, 1984). They will be hoping to round off their professional lives and arranging activities with greater relevance to retirement. Their major hope at this stage will be to have gained a reputation within their fields.

However, one particular development of recent years is that individuals no longer put their career in hands of one employer (Hall & Mirvis, 1996; Roehling, Cavanaugh, Moynihan, & Boswell, 2000; Sullivan, 1999; Tansky & Cohen, 2001). Instead, managerial-level employees proactively manage their careers and control professional development by seeking out jobs and organizations that meet specific criteria important to them (Hall, 2002). Several studies (Walsh & Taylor, 2007) have confirmed that

managers move among hospitality companies to develop their careers. Particularly, career development in the United States is characterized by quick promotion and rapid wage increases. In the system characterized by short-term employment with high turnover, employees do not develop their careers in any single organization. Instead, they accumulate work experience and expertise by taking up stepping-stone jobs in different organizations. The prestige of holding higher ranks in organizations is not significant for those who plan their careers with frequent job changes. Conversely, the result of promotions will be crucial to these people.

*Interesting Work.* Interesting work refers to having a challenging job with a variety of duties. The way an individual feels about his or her job can affect job satisfaction. People tend to do their best work when something about the work involves their interest and stimulates their desire to do it well (Addario, 1995). Stinson and Johnson (1977) indicated that employees who carry out tasks that challenge their skills and abilities generally are likely their jobs. As a result, employees who do routine tasks found their jobs unchallenging and not satisfying. For example, even in cases where the work may have proved interesting at the time employment commenced, it frequently becomes dull and boring when a person has been on the job for a period of time. Generally, the new employee hired is more likely to be enthusiastic and eager to try new things and many of the young employees enjoy challenge. Hotel employees between the ages of 16 and 25 years old considered interesting work to be more important than did other age groups. Conclusively, younger employees tended to be more ambitious and career-oriented. Hence, they preferred challenging jobs, facilitated by ample training

opportunities that enhanced their career development (Wong, Siu, & Tsang, 1999).

*Appreciation and Praise for Work Done.* Recognition of employees seems to be a predictor of job satisfaction (Shreeve, Goetter, Norby, Griffith, Stueckle, Michele, & Midgley, 1986). The major criterion for recognition is that there is some act of notice, praise or involvement. A recent Gallup Poll (2002) found that almost two out of three people receive no workplace recognition in a given year. This helps explain a recent finding from the U.S. Department of Labor that the main reason people leave their job has nothing to do with pay or promotion. They leave because of “they don’t feel appreciated” (Khojasteh, 1993). In addition, a survey comparing rankings by supervisors and employees on factors that motivate employees found that the typical supervisory group ranked high wages and job security as the first and second most important items, while the top three factors marked by the employees were “full appreciation of work done,” “feeling of being in on things,” and “help on personal problems.” The survey indicated that the number one factor in maintaining motivated employees was recognition, not money (Urichuck, 1999).

Employees need to verify that they are doing well, particularly if the job is an employee’s first job. Recognition is positive reinforcement that enables those actions to be repeated. Recognition and praise reinforces employees’ beliefs about themselves and helps make them think they are better than they thought they were (Urichuck, 1999). For example, when employees feel good about themselves and they believe other people feel good about them, they perform better.

Unlike money, which is an external motivator and never lasting, recognition is

internal motivation, which is everlasting. Managers can help build employees' self-esteem and self-motivation through recognition. For example, Westin Hotels and Resorts used an employee-of-the-month incentive program to motivate their staff. Whenever an employee's name appeared on a guest comment card, a thank-you letter and \$5 were offered to that employee by the management (Jaquette, 1992). Blake (1990) found that an employee motivation program in a hospital department that recognized employees by selecting an employee of the month and displaying the awards within the department resulted in an increase in production, a decrease in absenteeism, improved relationship with other organizational departments, and an increase in the morale of the departmental staff. Lee-Ross (1995) found that employees who expended more effort were more likely to be motivated. Recognition and reward practices needed to be evaluated occasionally to decide whether they served the needs of the organization (Risher, 2007).

*Feeling of Being Involved.* Job involvement has been defined as "the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job" (Paullay, Alliger, & Stone-Romero, 1994). Many researchers hypothesized that job-involved employees will spend considerable effort in order to achieve organizational goal and be less likely to leave the job (Kahn, 1990; Kanungo, 1979; Lawler, 1986; Pfeffer, 1994). Conversely, low job-involved employees have been hypothesized to be more likely to leave the organization (Kanungo, 1979).

Employee job involvement has been predicted to have a significant impact on numerous organizationally important outcomes. Regarding job performance, many researchers argue that employee work behaviors should be categorized as consequences

of job involvement, and hypothesized that job involvement affects employees' motivation and effort, which subsequently determines performance.

Cohen's (1999) research supported the important status of job involvement as an antecedent to organizational commitment. In other words, employees who perceive themselves as decision-makers tend to have a higher level of job satisfaction which leads to organizational commitment. Therefore, a manager should be allowed to participate in decisions relating to how his or her work should be performed.

Participative decision-making (PDM) has been suggested as a method of increasing employee job satisfaction. (Witt, Andrew, & Kacmar, 2000). The likelihood employees will accept a decision increase when they participate in decision-making process.

*Personal Loyalty to Employee by the Company.* Supervisors play an important role in structuring the work environment and providing information and feedback to employees. As a consequence, supervisor behaviors have an impact on creating supportive work environment that are related to positive employees' work attitudes (Day & Bedeian, 1991; Moos, 1981). According to Yukl (1989), the support and consideration of the supervisor is a strong determinant of job satisfaction in a wide variety of work settings. Previous research indicated that supervisor support was directly related to job satisfaction (Kirmeyer & Lin, 1987).

In traditional work structures, supervisors have long been recognized as playing an important part in developing roles and expectations of employees (Graen & Scandura, 1987).

Dubinsky and Skinner (1984) found that supervisor characteristics could decrease role stress.

*Sympathetic Help with Personal Problems.* Interpersonal relationships are one of the most important factors in motivating employees in the workplace. Employees who have good relationships with others develop a sense of camaraderie and teamwork. Ting (1997) found that individuals who have cooperative and supportive relationships with coworkers and supervisors are likely to have higher levels of job satisfaction and receive more support in completing their tasks. Kram and Isabella (1985) examined the role of peer relationships in career development. Peer relationships were found to provide a range of developmental support for personal and professional growth at all career stages. Kram and Isabella (1985) identified three types of peer relationships, each characterized by particular developmental functions, levels of trust and disclosure, and contexts. Information peers engaged in information sharing only, had relatively low levels of self-disclosure and trust, and infrequent contact. Such relationships were common. Collegial peers had moderate levels of self-disclosure and trust and more function (job-related feedback, friendship). Special peers were rare. Such relationships also took several years to develop. Interestingly, these three types of peer relationships had somewhat different content at various career stages.

These network studies, taken together with the research on mentoring (Kram, 1985), suggest similar conclusions. Both mentors and peer relationships can facilitate career and personal development. Peer relationship may have some advantages in that they often last longer, are not hierarchical, and involve two-way helping (Denton, 1990).

In addition, while mentors may be particularly important in the early career stage, peer relationships can be useful at all stages ( Kram & Isabella, 1985).

#### Personal Trait: Polychronicity

Human preferences for different patterns of time utilization have potentially important implications for effective workplace behavior (Bluedorn, Kaufman, & Lane, 1992). This affects personal efficiency assessments, whether one sees oneself as a good planner or a time waster. Traditional time approach assumes that time is generally used for one purpose within a given clock block, that activities are sequenced. However, as competitive pressures intensify in rapidly changing environments today, employees are expected to engage in an additional variety of tasks, activities and roles that they must handle simultaneously (Persing, 1999). In particular, employees in a service organization such as a hotel are not only constantly faced with uncertain and unpredictable situations such as irate customers, nonstandardized orders, and special requests (Bitner, Booms, & Tetreault, 1990), but also are expected to work more quickly within a limited time. Given that those employees' attitudes and behaviors play an important role in the quality of service, their different patterns of time use may also influence the accomplishment of goals and thus job performances. Furthermore, with the emergence of a new generation of employees in the hospitality industry and increasing competitiveness among companies in the marketplace, it is necessary to adapt the new perspective beyond the conventional approach. One construct that describes how individuals approach time that has received increased attention recently is polychronicity.

Polychronicity refers to “the extent to which people: prefer to be engaged in two



or more tasks or events simultaneously; and believe that their preference is the best way to do things” (Bluedorn, Thomas, Michael & Gregg, 1999). After first introducing the concept, Hall (1983) subsequently developed these concepts of monochronicity-polychronicity in describing the “temporal personality” of individuals, and even of entire peoples. According to Hall’s (1966) book, *The Hidden Dimension*, monochronic individuals are typified by low involvement, scheduling one activity at a time, and becoming disoriented if too many things have to be done at once. For example, people who have the monochronic personality would tend to focus on a single task or project for the entire morning and regard an unscheduled event (e.g., phone call) as an interruption. On the other hand, polychronic individuals are comfortable engaging in several activities simultaneously. People with polychronic orientation would anticipate involvement with multiple activities during the same morning period, intending to move back and forth among several tasks and projects during the morning. Unscheduled events such as phone calls, or colleagues and customers dropping in without appointments, would be interpreted as part of the morning’s normal activities rather than as interruptions or deviation from the plan or schedule (Arndit, Arnold, & Landry, 2006).

Several studies suggest that polychronicity has significant a relationship with job performance. Taylor, Lock, Lee, and Gist (1984) described work situations in which polychronic preferences and behaviors would be positively associated with effective job performances. McCollum and Sherman (1991) found significant positive correlations between the percentage of personnel assigned to two projects and measures of organizational performance. Conte, Rizzuto, and Steiner (1999) also described

polychronicity as being associated with performance in college students. Thus, polychronicity is likely to be positively associated with performance (Conte et al., 1999).

However, polychronicity produces a negative effect on the job performance of some individuals. For example, Slocombe and Bluedorn (1999) measured not only individuals' preferred patterns of time utilization, but perceived time patterns of managers and coworkers. They found that incongruity between individual and perceived supervisor/coworkers' time patterns would result in lower organizational commitment and perceived fairness of performance evaluation. Similarly, Barley (1988) stated that most contemporary workplaces are complex organizations with multiple groups that operate with different temporal frameworks. While similar temporal frameworks help boost group cohesiveness, difficulties can arise when groups with different temporal organization strategies are required to interact.

A distinctive job characteristic for employees in the hospitality industry is frequently being required to do several things at a time. A strongly polychronic individual tends to interact with several customers at once and does not regard unscheduled events (e.g., phone call, walk-in guests) as interruptions. Thus, since jobs in the hospitality industry have low scheduling, polychronic individuals will positively affect job performance in the workplace.

## CHAPTER 3

### METHODOLOGY

The purpose of this chapter was to describe the methodology involved in conducting the present study. This study was designed to examine the impact of individual differences focusing on career motivation and polychronicity on job satisfaction and its influence on employee turnover intention in the hotel industry. This chapter included the research questions and hypotheses, the description of the sample, data collection, instrumentation, and data analysis that was used to inquire the research questions and to test the research hypotheses.

#### Research Questions

The following research questions based on the literature reviews were examined for this study.

- (1) What are the decisive sub-dimensions of career motivation, polychronicity and job satisfaction among the perception of hotel industry employees?
- (2) What are the differences of the extent of career motivation, polychronicity, job satisfaction and turnover intention according to various demographic groups?
- (3) How does career motivation impact the extent of employee job satisfaction?
- (4) How does polychronicity impact the extent of employee job satisfaction?
- (5) How does employee job satisfaction impact the extent of turnover intention?

#### Conceptual Framework

Research studies have indicated that job satisfaction was one of the most

important factors to predict employee turnover (Berg, 1991; Mobley, 1977; Mobely, Griffeth, Hand, & Meglino, 1979; Price, 1977). Based on the widely used job satisfaction model (Brown & Peterson, 1994), this study conceptualized the research framework highlighting the causal relationships between employees' individual differences (i.e., career motivations and polychronicity) and work outcomes (i.e., job satisfaction and turnover intention) in the hotel industry. The conceptual framework is illustrated in Figure 3.1.

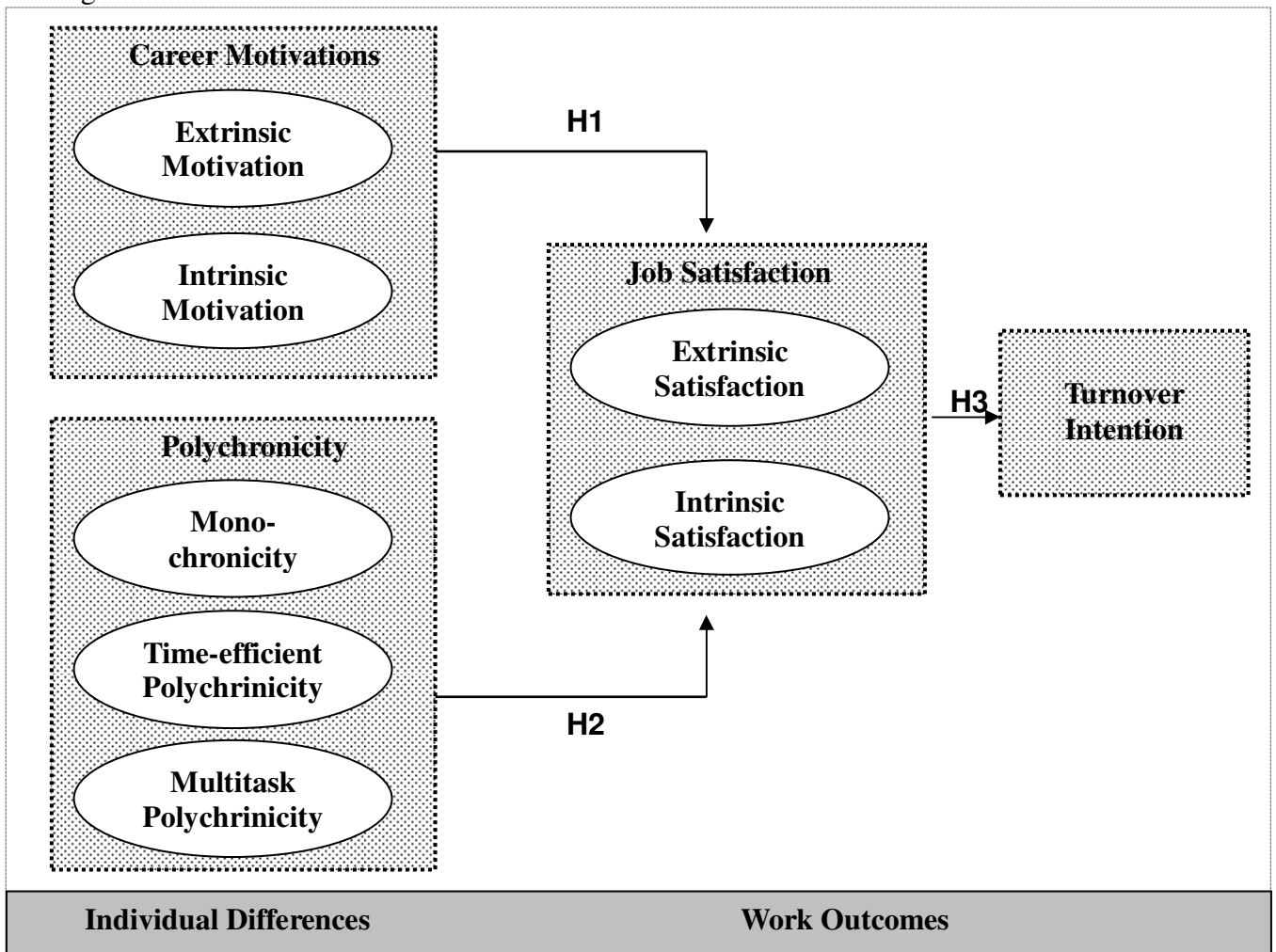


Figure 3.1. The proposed model of the impact of career motivation and polychronicity on job satisfaction and turnover intention

## Hypotheses

Based on the conceptual framework, the following hypotheses were developed.

H1: Career motivations are positively related to job satisfaction.

H1a) Intrinsic motivation is positively related to intrinsic job satisfaction.

H1b) Intrinsic motivation is positively related to extrinsic job satisfaction.

H1c) Extrinsic motivation is positively related to intrinsic job satisfaction.

H1d) Extrinsic motivation is positively related to extrinsic job satisfaction.

H2: Polychronicity is significantly related to employee job satisfaction.

H2a) Monochronicity is negatively related to intrinsic job satisfaction.

H2b) Monochronicity is negatively related to extrinsic job satisfaction.

H2c) Time efficient polychronicity is positively related to intrinsic job satisfaction.

H2d) Time efficient polychronicity is positively related to extrinsic job satisfaction.

H2e) Multi tasks polychronicity is positively related to intrinsic job satisfaction.

H2f) Multi tasks polychronicity is positively related to extrinsic job satisfaction.

H3: Employee's job satisfaction is negatively related to turnover intention.

H3a) Intrinsic job satisfaction is negatively related to turnover intention.

H3b) Extrinsic job satisfaction is negatively related to turnover intention.

## Sample

The sample for this study consisted of nonsupervisory employees working at two hotels located in Dallas, Texas owned and managed by a national hotel company. This convenience sampling can afford benefits to academia and the hotel industry for several

reasons. First, the Dallas-Forth Worth metropolitan area was the fourth-largest in the United States, with more than 70,000 hotel rooms ranging from first-class luxury to budget-friendly pricing. The company that provided the sample for this study was a hotel company with approximately 2,800 properties, 480,000 rooms in 78 countries world wide, and 150,000 team members. The hotel company operated several hotel brands catering to market segments in the luxury, upscale, mid-priced, and extended-stay categories. One of the hotels for this study was rated as a four-diamond upscale hotel, offering the finest in quality accommodations, friendly customer service and the other hotel was categorized as a transient convention hotel.

#### Instrumentation

A self-administered questionnaire was developed for this study to inquire employee career motivations, polychronicity, job satisfaction and turnover intention. In particular, two language versions (i.e., English and Spanish) of the survey were prepared in order to consider employees who had difficulty reading and understanding English. Translation and back-translation technique was used using a language professional not to lose the original meanings of the English version survey.

Based upon a review of literature, a structured questionnaire was developed including six sections; career motivation, polychronicity, job satisfaction, turnover intention, four open-ended questions and demographic questions. All items except open format questions were measured using the five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

## Career Motivation

In the first section of the questionnaire, ten items from Kovach's (1980) scale were used to assess career motivations. The original job-related items assessed factors which were considered as important to motivate employees on their job. These scales were repeatedly accepted by a number of researchers, including Charler and Marshall (1992), and Simon and Enz (1995) to measure the underlying motivation of employees in a wide range of industries. However, the original job-related items for motivation were developed for workers to rank each item from 1= *what you want most from your job or organization* to 10= *what you want least from you job or organization*. Since the original job-related items were not in the sentence format, we modified each item into a relevant sentence in order to measure their extent to agree with each question as presented in Table 3.1. Example items included: "I believe that pay is important for motivation," "I am motivated by good working conditions" and "When I do a good job, it is important to feel that the work I do is appreciated."

Table 3.1

*Comparison of Original Items with Modified Items for Career Motivation*

Original job-related items	Modified job-related items
Good wage	Pay is an important motivator for me at work.
Job security	Job security is an important motivator for me at work.
Promotion and growth	I believe that this hotel provides productive employees with an opportunity for job advancement.
Good working conditions	I am motivated by good working conditions.
Interesting work	I feel that interesting work is important for motivation.
Personal loyalty to employees	I feel that it is important for a supervisor to trust employees on the job.
Tactful discipline	I comply with company rules and policies when carrying out my work assignments.
Full appreciation of work done	When I do a good job, it is important to feel that my work is appreciated and recognized by my supervisor.
Sympathetic help with personal problems	It is necessary to interact with other co-workers in order to help them with personal problems which affect them at work.
Feeling of being in on things	Great involvement with decisions that affect me at work motivates me to perform better work.

Polychronicity

In the second section, an 11-item measure of polychronicity derived from Bluedorn, Thomas, Michael, and Gregg (1999) was utilized. This instrument assesses time-use and preference of polychronicity ranging from a low end of monochromic-orientation to a high end of polychromic-orientation. Five of the 11 items are reverse-scored so that higher scores mean preference of polychronicity. Sample items included “I like to juggle several activities at the same time,” “I would rather complete an entire project from start to finish than work upon several tasks simultaneously,” and “When I



work by myself, I usually work on one task at a time.”

#### Job Satisfaction

In the third section, job satisfaction was measured by a 10-item scale adopted from Ironson, Smith, Brannick, Gibson, and Paul (1989), Quinn and Stines (1979) and Minnesota Satisfaction Questionnaires (MSQ) (Weiss, Dawis, English, & Lofquist, 1967). The scales assessed respondents' satisfaction with three factors of their work environments: the extrinsic job satisfaction, general job satisfaction, and the intrinsic job satisfaction. Sample items included “I am satisfied from pay I receive from my job,” “In general I am satisfied with my job” and “I am satisfied with the freedom I have to do what I want on my job.”

#### Turnover Intention

In the fourth section, the items employed were collected from the scale developed by Mitchel (1981) and Cammann, Fichman, Jenkons & Klesh (1979) to measure employees' turnover intention. Turnover intention was considered to be one form of behavioral commitment (Morttzs, 1989). Turnover intention has been found to be a strong predictor of actual turnover (Arnold& Feldman, 1982; Mobley, 1977; O'Reilly, Chatman & Caldwell, 1991). Sample items included “I often think about leaving my job” and “I would leave if I could find a better paying job.”

#### Open Ended Questions

In the fifth section, an additional open ended questionnaire in the survey instrument was included in order to capture latent variables as to how employees feel about their career motivations, polychronicity, and turnover intentions. The subjective

question is advantageous because the researcher is able to get a wide variety of responses that truly reflects the opinions of the respondents and is more likely to increase the likelihood of receiving unexpected and insightful responses. Sample items included “What are your three most important motivators at work\*? (\*motivation = your willingness to perform your job/tasks);” “What are the three major reasons you came to this hotel to work;” “When your supervisor(s) ask(s) you to do several tasks at the same time, how do you deal with these task(s);”and “What are the three reasons why you stay (continue to work) at this hotel?”

#### Demographics

In the last section of the questionnaire, employees were asked about their demographic information such as age, gender, ethnicity (i.e., African American, Caucasian, Hispanic, Asian, Native American, and Other), marital status (i.e., married, widowed, single, and divorced/separated), highest education level (i.e., less than high school diploma, high school diploma, some college, some technical school training, associate’s degree, bachelor’s degree, some graduate school, graduate or professional degree, and other), employment status (i.e., part-time, full-time, and more than one job), employment tenure (i.e., less than 6 months, 7 to 12 months, 1 to 3 years, 3 to 5 years, and more than 5 years) , individual income level (i.e., less than \$ 10,000, \$10,001 to \$20,000, \$20,001 to \$30,000, \$30,001 to \$40,000, \$40,001 to \$50,000, and over \$50,000), and department (i.e., front office, food and beverage, housekeeping, engineering, sales and marketing, accounting, human resources, security, and other).

## Reliability and Validity Check of Instruments

The content of the instrument used in this study was verified by conducting a preliminary analysis test with 30 nonsupervisory employees from one of the hotels in the study. This test provided useful information as to whether the instrument was properly adapted. In addition, University of North Texas professors and hotel industry specialists assessed the internal content validity of the instrument.

### *Reliability*

*Reliability* is frequently defined as the degree of consistency of a measurement (Babbie, 2001). In other words, the internal consistency of a set of measurement items refers to the degree to which items in the set are homogeneous. The main purpose of the preliminary analysis test was to determine reliability of the instrument. Data were collected from nonsupervisory employees employed by one of the Dallas, Texas hotels. A total of 50 questionnaires were distributed with employees' paychecks. An envelope was provided so that the participant's response would remain confidential. The participants were asked to return the completed surveys with the enclosed envelopes sealed to the human resource department within five days of distribution. Of 50 questionnaires, 30 questionnaires were returned to the human resource department with an overall response rate of 60%.

In the preliminary analysis test, we assessed the internal consistency of the research instrument. Overall, all of the instrument scales had acceptable reliability. Internal consistency for the variables was estimated using the reliability score, Cronbach's alpha, with the Cronbach's alpha of .80 representing acceptable reliability

(Nunnally, 1978). The internal consistency reliability for the scales of career motivation (10 items), polychronicity (11 items), job satisfaction (10 items), and turnover intention (9 items), were .90, .86, .92, and .86 respectively

### *Validity*

*Validity* refers to the extent to which an empirical measure adequately reflects the real meaning of the concept (Babbie, 2001). In order to assess content validity for the instrument used in this study, a panel of experts consisting of two professors from the University of North Texas (UNT) School of Merchandising and Hospitality Management, one professor from the UNT College of Business Administration, and several hotel company specialists was used to critique the questionnaire for ambiguity, clarity and appropriateness of the items. The instrument was modified to enhance clarity and appropriateness of the measure as shown in Appendix A (English version) and Appendix B (Spanish version).

### Data Collection

Permission to conduct the study was granted by the University of North Texas Institutional Review Board (IRB) for the Protection of Human Subjects in Research. In addition, the researcher received approval to survey employees of two Dallas hotels by a hotel company executive vice president. The human resources directors for the hotels were contacted and details of the study were discussed.

The drop-off and pick-up method for distributing questionnaires was used to collect the data for this study. This method was selected because there were no available address lists for mailing the surveys, and it was less expensive and faster to collect the

data.

A total of 1,650 questionnaires were delivered to two Dallas hotels by the researcher; 250 questionnaires were delivered to one hotel and 1,400 questionnaires to the other hotel based on the human resources department's input. Previously, 50 questionnaires were given for the preliminary analysis test. As a result, a total of 1,700 questionnaires were distributed to employees working at two hotels. The researcher prepared an English version and a Spanish version of the survey because of the high percentage of employees who were Hispanic and might have difficulty reading and understanding English. Then, 250 questionnaires were delivered to one of the hotels, 150 English version surveys and 100 Spanish version surveys. The second hotel received 1,400 questionnaires with 840 English version surveys and 560 Spanish version surveys.

The human resources directors distributed the survey packets to their non-supervisory employees with their paychecks. The nonsupervisory employees were drawn from a wide variety of departments (e.g. front office, food and beverage, housekeeping, engineering, sales and marketing, accounting, human resource, and security). Each participant was asked to complete a self-administered questionnaire and to return the forms in a sealed envelope to the human resource management offices. The participants were informed that their participation was entirely anonymous and voluntary. In order to enhance confidentiality, the completed surveys were dropped into a closed container. The surveys were available for a five day period because the number of responses was likely to decrease when a longer period for returning the surveys was given to the participants. The researcher collected the completed surveys from the human resource management

offices for data analysis.

A total of 139 employees completed the surveys, which represented a 8.17% return rate. In order to enhance the low response rate, a follow-up survey was conducted at the hotel that had the largest number of nonsupervisory employees. The hotel provided an inducement to encourage employee participation in the study. Each employee who returned a completed questionnaire was given a raffle ticket for a drawing to win a prize. The follow-up survey yielded 480 returned surveys. A total of 619 questionnaires were returned, however 10 surveys were excluded from the study because of incompleteness. Thus, 609 useable questionnaires were used for this study, which represented a 35.82% response rate.

#### Data Analysis

The data collected for this study were analyzed using SPSS<sup>®</sup> statistical and data management package (SPSS Inc., Chicago, [www.spss.com](http://www.spss.com)). Descriptive features including frequencies, means with standard deviation, and percentage were analyzed first. To identify multi-dimensions of employee career motivations, factor analyses with varimax rotation were performed. To examine the causal relationships among career motivations, polychronicity, job satisfactions, and eventually turnover intentions, multiple regression analyses were conducted.

## CHAPTER 4

### RESULTS

This chapter presents statistical analysis of the data collected for this study. First, demographic information using frequencies and percentages is presented. This is followed by factor analysis of career motivations, polychronicity and job satisfaction. Next, analysis of variance (ANOVA) is utilized to test for significant differences according to demographic factors such as age, gender, marital status, employment status and employment tenure. Multiple regression analysis is then utilized to test the proposed hypotheses.

#### Demographic Characteristics of Respondents

The respondents consisted of 50.9% males and 47.3% females. Of the total respondents, 1.8% of the total respondents did not report their gender. The mean age of the respondents participating in this research was 33.7 years old: 54.3% of the respondents were in the age group of 27 to 44 years; 27.3% were between the ages of 12 and 26; and 16.9% were over 45 years of age; 3.3% did not report their age.

More than half of the respondents were Hispanic (53.5%). Caucasians made up 22.5%, African Americans 13.1%, Asians 7.6% and Native Americans 0.8%. Only 1.6% of the respondents showed that they were of other ethnicity, and 0.8% of the respondents did not indicate their ethnicity.

For the marital status, almost half the respondents, 44.5%, were married, while 39.4% were single, 5.7% and 8.4% were widowed and divorced, respectively, and 2% did

not designate their marital status. For educational level, more than a third, 36.8%, of the respondents earned high school diplomas while 23.8% had less than a high school diploma. 24.5% had some college, 3% had some technical school, 3.1% earned an associate's degree, 2.1% earned a bachelor's degree, 1.6% had some graduate school, 2.3% had graduate or professional degree, 1.8% had Other, and 1% did not designate their education level.

For their job experiences, more than three-fourths, 83.1%, of the respondents were employed on a full-time basis, while 6.6% were employed as part-time. The respondents who had more than one job made up 9.2%, and 0.8 % did not report employment status. Of respondents with hotel experience, 56.3%, were employed with the hotels for more than 3 years, 22.5% of the respondents worked between 1 year and 3 years, while 21.2 % worked for less than 1 year in the hotels.

In their income level, almost half, 42.2%, of the respondents earned incomes between \$10,001 and \$20,000; 36% earned incomes between \$20,001 and \$30,000; 8.9% of the respondents earned income between \$30,001 and \$40,000 followed by 5.3% with an annual income less than \$10,000; 3.6% with incomes between \$40,001 and \$50,000, and 1% of the respondents who did not indicate their income.

Nearly half, 49.5%, of the respondents worked with either the food and beverage (27.8%) or the housekeeping departments (22.7%). The next largest groups worked in front office (11.5%), engineering (10.7%), accounting (6.2%), security (4.4%), sales and marketing (3.4%), and human resources (1.1%), while 11.2% of the respondents indicated that they worked in other departments and 1% of the respondents did not



indicate their respective hotel department. Table 4.1 presents the demographic profiles of the respondents.

Table 4.1.

*Demographic Profile of the Respondents (n = 609)*

Item	<i>f</i>	%
Gender		
Male	310	50.9%
Female	288	47.3%
Missing	11	1.8%
Age		
12-26	166	28.2%
27-44	320	54.3%
Over 45	103	17.5%
Missing	20	3.3%
Ethnicity		
African-American	80	13.1%
Caucasian	137	22.5%
Hispanic	326	53.5%
Asian/ Pacific Islander	46	7.6%
Native American	5	0.8%
Other	10	1.6%
Missing	5	0.8%
Marital status		
Married	271	44.5%
Widowed	35	5.7%
Single	240	39.4%
Divorced / Separated	51	8.4%
Missing	12	2%
Level of education		
Less than high school diploma	145	23.8%
High school diploma	224	36.8%
Some college	149	24.5%
Some technical school	18	3.0%
Associate's degree	19	3.1%
Bachelor's degree	13	2.1%
Some graduate school	10	1.6%
Graduate or professional degree	14	2.3%
Other	11	1.8%
Missing	6	1%

*(table continues)*

Table 4.1. (continued).

Item	<i>f</i>	%
<b>Employment Status</b>		
Full-time	508	83.4%
Part-time	40	6.6%
More than one job	56	9.2%
Missing	5	0.8%
<b>Working period</b>		
Less than 6 months	47	7.7%
7 to 12 months	81	13.3%
1 to 3 years	137	22.5%
3 to 5 years	153	25.1%
More than 5 years	190	31.2%
Missing	1	0.2%
<b>Level of income</b>		
Less than \$10,000	32	5.3%
\$10,001 to \$20,000	257	42.2%
\$20,001 to \$30,000	219	36.0%
\$30,001 to \$40,000	54	8.9%
\$40,001 to \$50,000	22	3.6%
Over \$50,000	19	3.1%
Missing	6	1.0%
<b>Department</b>		
Front office	70	11.5%
Food and Beverage	169	27.8%
Housekeeping	138	22.7%
Engineering	65	10.7%
Sales and Marketing	21	3.4%
Accounting	38	6.2%
Human Resources	7	1.1%
Security	27	4.4%
Other	68	11.2%
Missing	6	1%

#### Examination of Research Questions

As described in Chapter 3, the following four research questions were examined in align with the research objectives of this study.

## Research question 1

Research Question 1: What are the decisive subdimensions of career motivations, polychronicity and job satisfaction among the perception of hotel industry employees?

### The Dimensions of Career Motivations

Utilizing SPSS statistical and data management package (SPSS Inc., Chicago, [www.spss.com](http://www.spss.com)) 13, a principle component factor analysis with varimax rotation was conducted to analyze the initial 10 items of nonsupervisory employees' career motivations. Two items were eliminated because of low factor loading values less than 0.4. As shown Table 4.2, the factor analyses revealed two distinct factors accounting for 73.3% of the total variance. The first factor yielded an eigenvalue of 4.30, explaining 53.72% of the variance of Career Motivation. The group within this factor had a Cronbach's alpha value of 0.88, which indicated a high level of reliability within each factor. The first factor included six items that primarily related to intrinsic factors including Advancement, Good Working Conditions, Interesting Work, Trust, Organizational Policies, and Work Involvement. Therefore, these factors were labeled as intrinsic motivations.

The two items loaded on the second factor yielded an eigenvalue of 1.57 explaining 19.58% of the variance. The Cronbach's alpha was 0.90 supporting the scale reliability as presented in Table 4.2. The second factor was labeled as extrinsic motivations including Pay and Job Security.

As shown in Figure 4.1, extrinsic motivation factors ( $M = 4.55$ ) were more important than intrinsic motivation factors ( $M = 3.83$ ) to nonsupervisory employees.

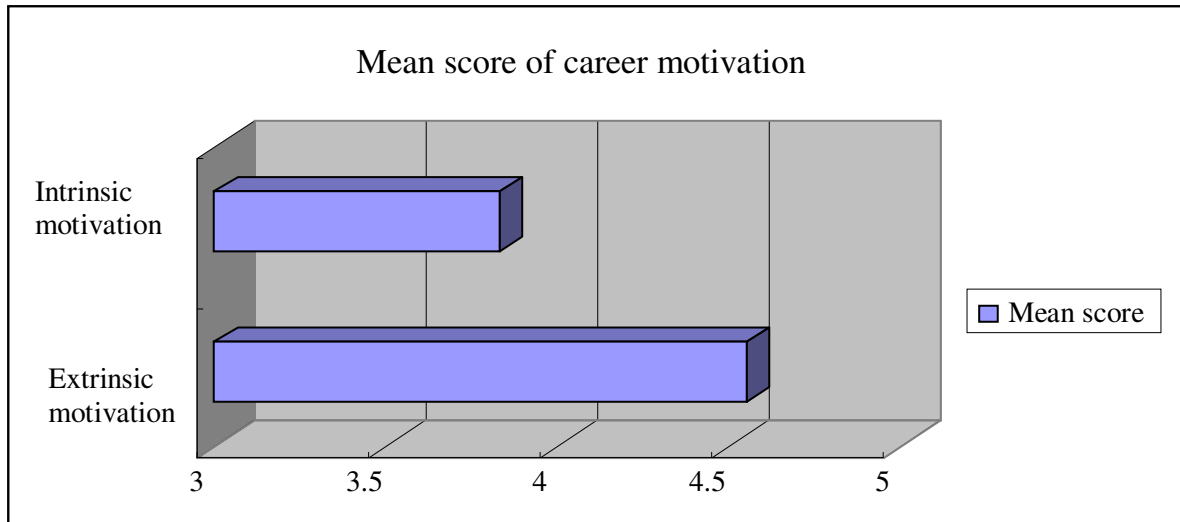


Figure 4.1. Mean scores of career motivation, 5-point Likert-type scale.

Table 4.2  
Factor Analysis of Career Motivation for Hotel Employees

Factor name	Scale items	Factor loadings	Cumulative explained variance
Intrinsic motivations (Cronbach's alpha = .88)	I believe that this hotel provides productive employees with an opportunity for job advancement.	.82	53.72%
	I am motivated by good working condition.	.70	
	I feel that interesting work is important for motivation.	.69	
	I feel that it is important for supervisors to trust employees on the jobs.	.75	
	I comply with company rules and policies when carrying out my work assignment.	.76	
	Greater involvement with decisions that affect me at work motivates me to perform better at work.	.83	
Extrinsic motivations (Cronbach's alpha = .90)	Pay is an important motivator for me at work.	.92	73.30%
	Job security is an important motivator for me at work.	.93	

## The Dimensions of Polychronicity

A principle component factor analysis with varimax rotation was conducted to identify the factor structure of polychronicity. The 11 items were categorized into three factors explaining 70.08% of the total variance. The first factor had Cronbach's alpha of .85. The first factors included four items that were primarily associated with monochronicity including "work on one task at a time," "do one thing at a time," "complete one task before beginning another," and "seldom like to work in more than a single task." Hence, the first factor was labeled as monochronicity.

The second factor yielded an eigenvalue of 2.84 explaining 25.77% of the variance. The Cronbach's alpha was .78, supporting the reliability of scale. The second factor included items such as "do many things at once," "do their best when they have many tasks to do," "give several tasks to perform at the same time," and "complete parts of several tasks." Given that this factor focuses on efficient time-use, the second factor was named as time efficient polychronicity.

The third factor loaded three items, yielding an eigenvalue of 1.05 and explaining 9.535% of variance. Although the Cronbach's alpha was .61, it was still exhibited acceptable reliability (Hair et al., 1974). Three items that load the third factor include "juggle several activities," "complete all tasks," and "multi-tasking." This factor primary related to multi-tasking. Hence, the third factor was labeled as multi-tasking polychronicity. The factor analysis of polychronicity is presented in Table 4.3.

As shown in Figure 4.2, time-efficient polychronicity factors ( $M = 2.86$ ) were more important to non-supervisory employees than monochronicity and multitasking

polychronicity factors ( $M = 2.05$ ), ( $M = 2.78$ ) respectively.

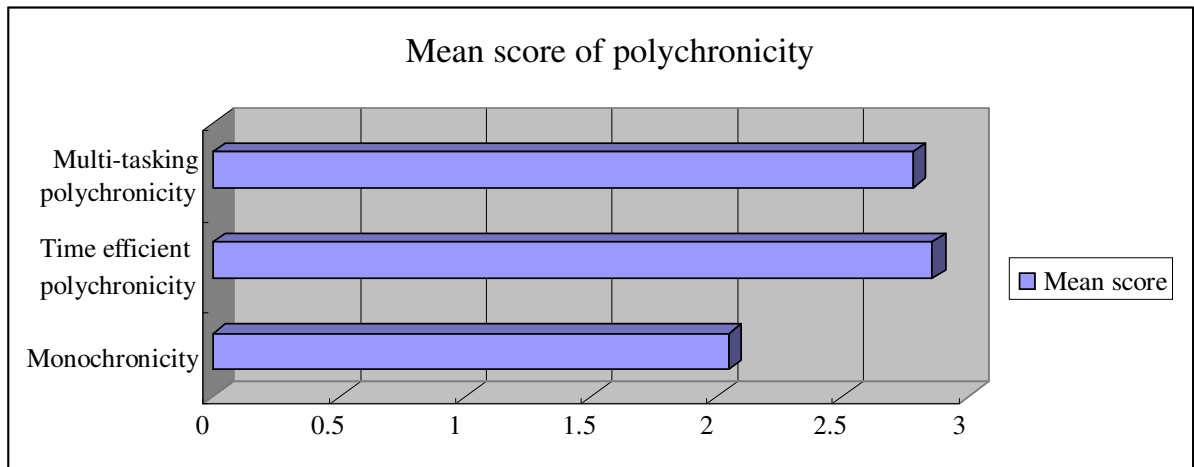


Figure 4.2. Mean score of polychronicity, 5-point Likert-type scale.

Table 4.3  
*Factor Analysis of Polychronicity for Hotel Employees*

Factor Name	Scale items	Factor loading	Cumulative Explained Variance
Monocronicity (Cronbach's alpha = .85)	When I work by myself, I usually work on one task at a time.	.88	34.78%
	I prefer to do one thing at a time.	.90	
	I believe it is better to complete one task before beginning another.	.86	
	I seldom like to work in more than a single task or assignments to perform at the time.	.64	
Time-efficient polychronicity (Cronbach's alpha = .78)	I believe people should try to do many things at once.	.62	60.55%
	I believe people do their best work when they have many tasks to do.	.83	
	I believe it is best for people to be given several tasks and assignments to perform at the same time.	.83	
	I would rather complete parts of several tasks every day than completing an entire task.	.70	
Multitasking polychronicity (Cronbach's alpha = .61)	I like to juggle several activities at the same time.	.83	70.09%
	I like to complete all tasks every day rather than complete parts of several tasks.	.73	
	Multitasking keeps people more interested in their job.	.50	

#### The Dimensions of Job Satisfaction

The initial 10 items of job satisfaction were analyzed utilizing principle component analysis with varimax rotation. As a result of factor analysis, two factors were categorized, explaining 74.09% of the variance of the job satisfaction.

The first factor yielded an eigenvalue of 6.33, explaining 63.25% of the total variance. The group within this factor had a Cronbach's alpha value of .93, which showed



a high level of internal consistency of items within each factor. The first factor included seven items that primarily related to intrinsic job satisfaction, including “job autonomy,” “the job information from my supervisor,” “the job information from managers,” “the opportunity to complete tasks”, “the variety of activities,” and “close friendship.” Therefore, the first factor was labeled as intrinsic job satisfaction for this study.

The two items that loaded on the second factor yielded an eigenvalue of 1.08 explaining 10.83% of the variance. The Cronbach’s alpha was very high, (.81) supporting the scale reliability. The second factor included three items such as “general satisfaction,” “pay satisfaction,” and “job security satisfaction.” Therefore, the second factor was labeled as extrinsic satisfaction. The factor analysis of job satisfaction was presented in Table 4.4.

As shown in Figure 4.3, extrinsic job satisfaction factors ( $M = 3.54$ ) was more important to nonsupervisory employees than intrinsic job satisfaction factors ( $M = 3.13$ ).



Figure 4.3. Mean score of job satisfaction, 5-point Likert-type scale.

Table 4.4  
*Factor Analysis of Job Satisfaction for Hotel Employees*

Factor name	Scale items	Factor loading	Cumulative Explained Variance
Intrinsic satisfactions (Cronbach's alpha = .93)	I am satisfied with the freedom I have to do what I want on my job.	.63	63.25%
	I am satisfied with the information I receive from supervisor about my job performance.	.68	
	I am satisfied with the information I receive from my manager about my job performance.	.88	
	I am satisfied with the information I receive from my GM about my job performance.	.88	
Extrinsic satisfactions (Cronbach's alpha = .81)	I am satisfied with the opportunities my job gives me to complete tasks from beginning to end.	.87	74.08%
	I am satisfied with the variety of activities my job offers.	.85	
	I am satisfied with the opportunities to develop close friendships on my job.	.73	
		.88	
	In general. I am satisfied with my job.	.77	
	I am satisfied from the pay I receive from my job.	.63	
	I am satisfied with the security my job provides me.		

#### Research Question 1-1

Research Question 1-1: What are the differences of the extent of career motivation, polychronicity, job satisfaction and turnover intention according to various demographic groups?

A one-way ANOVA test was conducted to compare the mean values of each variable among demographic groups (i.e., gender, age, married status, employment status

and employment tenure).

### Gender Group Differences

One-way ANOVA showed that there were significant differences between the means of the responses according to gender groups. Statistically significant differences based on gender were found for the following variables: intrinsic motivation ( $F = 9.17, p = .003$ ), intrinsic job satisfaction ( $F = 7.50, p = .006$ ) as presented in Table 4.5. Female employees had the higher mean scores in intrinsic motivation ( $M = 3.92$ ) and intrinsic job satisfaction ( $M = 3.22$ ) than male employees ( $M = 3.76, M = 3.03$ ). It revealed that female employees perceived intrinsic motivational factors to be more important compared to their male colleagues and they were more likely to be satisfied with their job compared to male employees as shown in Table 4.6.

Table 4.5

#### *Analysis of Variance: Between Gender Groups*

Relationship		SS	df	MS	F-statistic	Sig
Intrinsic motivations × Gender	Between groups	3.55	1	3.55	9.17	.003**
	Within groups	230.38	596	.39		
	Total	233.93	597			
Extrinsic motivations × Gender	Between groups	.03	1	.03	.04	.84
	Within groups	378.70	596	.63		
	Total	378.73	597			
Monocronicity × Gender	Between groups	2.41	1	2.41	2.89	.09
	Within groups	496.44	596	.83		
	Total	498.85	597			

*(table continues)*

Table 4.5.  
(continues).

Relationship		SS	df	MS	F- statistic	Sig
Time efficient polychronicity × Gender	Between groups	.07	1	.07	.10	.75
	Within groups	386.11	596	.65		
	Total	386.18	597			
Multitask polychronicity × Gender	Between groups	.15	1	.15	.55	.46
	Within groups	158.59	596	.27		
	Total	158.74	597			
Intrinsic satisfactions × Gender	Between groups	5.27	1	5.27	7.50	.006**
	Within groups	419.25	596	.70		
	Total	424.52	597			
Extrinsic satisfactions × Gender	Between groups	.11	1	.11	.244	.62
	Within groups	269.07	596	.45		
	Total	269.18	597			
Turnover intention × Gender	Between groups	1.25	1	1.25	3.513	.06
	Within groups	212.53	596	.36		
	Total	213.78	597			

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

Table.4.6

*Comparison of Mean Scores Between Gender Groups*

Relationship	N	MS	SD	95% confidence interval	
				Lower bound	Upper bound
Intrinsic motivation					
Female	288	3.92	.62	3.84	3.99
Male	310	3.76	.61	3.69	3.83
Intrinsic job satisfaction					
Female	288	3.22	.85	3.12	3.31
Male	310	3.03	.82	2.93	3.12

*Age Group Differences*

Statistically significant differences based on age were found in the area of extrinsic motivation ( $F = 4.31, p = .01$ ), monochronicity ( $F = 3.38, p = .04$ ), intrinsic job satisfaction ( $F = 9.63, p = .000$ ), and turnover intention ( $F = 7.20, p = .001$ ) as presented

in Table 4.7.

Hotel employees between the ages of 12 and 26 years (Generation Y) had a higher mean score in extrinsic motivation and turnover intention than employees over 45 (Baby Boomer). In addition, employees between the ages of 12 and 26 years had the highest mean score in monochronicity. Employees over 45 years (Baby Boomer) were more likely to be satisfied with their job than those between the ages of 12 and 26 (Gen Y) as shown in Table 4.8.

Table 4.7

*Analysis of Variance Between Age Groups*

Relationship		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i> - statistic	Sig
Intrinsic motivation × Age	Between groups	2.27	2	1.14	2.94	.05
	Within groups	225.97	586	.39		
	Total	228.24	588			
Extrinsic motivation × Age	Between groups	5.56	2	2.78	4.31	.01*
	Within groups	378.48	586	.65		
	Total	384.04	588			
Monochronicity × Age	Between groups	5.57	2	2.79	3.38	.04*
	Within groups	482.54	586	.83		
	Total	488.11	588			
Time-efficient polychronicity × Age	Between groups	.35	2	.18	.27	.76
	Within groups	374.06	586	.64		
	Total	374.41	588			
Multitasks polychronicity × Age	Between groups	1.99	2	.99	2.20	.11
	Within groups	265.79	586	.45		
	Total	267.78	588			
Intrinsic job satisfaction × Age	Between groups	13.51	2	6.76	9.63	.000***
	Within groups	411.09	586	.70		
	Total	424.60	588			

Extrinsic job satisfaction × Age	Between groups	1.56	2	.78	1.72	.18
	Within groups	265.04	586	.45		
	Total	266.60	588			
Turnover Intention × Age	Between groups	5.04	2	2.52	7.20	.001**
	Within groups	205.10	586	.35		
	Total	210.14	588			

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

Table 4.8

*Comparison of Mean Scores Between Age Groups*

Relationship	N	MS	SD	95% confidence interval	
				Lower bound	Upper bound
Extrinsic motivation					
12-26	166	4.68	.67	4.58	4.79
27-44	320	4.56	.81	4.47	4.65
45+	103	4.39	.96	4.20	4.58
Monochronicity					
12-26	166	4.10	.80	3.99	4.23
27-44	320	3.92	.97	3.81	4.03
45+	103	3.84	.86	3.68	4.01
Intrinsic job satisfaction					
12-26	166	2.91	.69	2.81	3.02
27-44	320	3.15	.89	3.05	3.25
45+	103	3.37	.90	3.19	3.54
Turnover intention					
12-26	166	3.15	.48	3.07	3.22
27-44	320	3.05	.61	2.98	3.12
45+	103	2.86	.70	2.73	3.00

Marital Status Group Differences

Statistically significant differences between groups based upon marital status were found for following variables: extrinsic motivation ( $F = 11.15, p = .001$ ), monochronicity

( $F = 7.91, p = .005$ ), intrinsic job satisfaction ( $F = 14.65, p = .000$ ), extrinsic job satisfaction ( $F = 8.92, p = .003$ ) and turnover intention ( $F = 12.34, p = .000$ ) as shown in Table 4.9. Single employees had the higher mean scores in extrinsic motivation and turnover intention. However, single employees had lower mean scores in intrinsic job satisfaction, extrinsic job satisfaction and monochronicity compared to married employees as presented in Table 4.10.

Table 4.9

*Analysis of Variance Between Marital Status Groups*

Relationship		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i> - statistic	Sig
Intrinsic motivation × marital status	Between groups	.16	1	.16	.39	.54
	Within groups	243.67	595	.41		
	Total	243.83	596			
Extrinsic motivation × marital status	Between groups	7.61	1	7.61	11.15	.001**
	Within groups	406.26	595	.68		
	Total	413.87	596			
Monochronicity × marital status	Between groups	6.47	1	6.47	7.91	.005**
	Within groups	486.75	595	.82		
	Total	493.22	596			
Time-efficient polychronicity × marital status	Between groups	1.16	1	1.16	1.80	.18
	Within groups	383.40	595	.64		
	Total	384.56	596			
Multi tasks polychronicity × marital status	Between groups	.16	1	.16	.63	.43
	Within groups	154.64	595	.26		
	Total	154.80	596			
Intrinsic job satisfaction × marital status	Between groups	10.42	1	10.43	14.65	.000***
	Within groups	423.30	595	.71		
	Total	433.72	596			
Extrinsic job satisfaction × marital status	Between groups	4.18	1	4.19	8.92	.003**
	Within groups	279.47	595	.47		
	Total	283.65	596			
Turnover intention × marital status	Between groups	4.38	1	4.38	12.34	.000***
	Within groups	211.43	595	.36		
	Total	215.81	596			

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$



Table 4.10

*Comparison of Mean Scores Between Marital Status Groups*

Relationship	N	M score	SD	95 % confidence interval	
				Lower bound	Upper bound
Extrinsic motivation					
Married	357	4.45	.92	4.35	4.54
Single	240	4.68	.66	4.59	4.76
Monochronicity					
Married	357	2.13	.97	2.03	2.23
Single	240	1.92	.79	1.82	2.02
Intrinsic job satisfaction					
Married	357	3.24	.89	3.15	3.33
Single	240	2.97	.75	2.87	3.07
Extrinsic job satisfaction					
Married	357	3.61	.72	3.53	3.68
Single	240	3.44	.62	3.36	3.52
Turnover intention					
Married	357	2.96	.65	2.89	3.03
Single	240	3.14	.49	3.07	3.20

## Employment Status Group Differences

Statistically significant differences between groups based upon employment status were found for following variables: intrinsic motivation ( $F = 5.27, p = .005$ ), monochronicity ( $F = 18.31, p = .000$ ), and intrinsic job satisfaction ( $F = 9.37, p = .000$ ) as presented in Table 4.11. Full-time employees had the higher mean scores in intrinsic motivation, intrinsic job satisfaction, and monochronicity than part-time employees as shown in Table 4.12.

Table 4.11

*Analysis of Variance Between Employment Status Groups*

Relationship		SS	df	MS	F-statistic	Sig
Intrinsic motivation × employment status	Between groups	4.23	2	2.12	5.27	.005**
	Within groups	241.18	601	.40		
	Total	245.41	603			
Extrinsic motivation × employment status	Between groups	3.27	2	1.63	2.44	.09
	Within groups	402.74	601	.67		
	Total	406.01	603			
Monochronicity × employment status	Between groups	29.12	2	14.56	18.31	.000***
	Within groups	477.19	601	.80		
	Total	506.31	603			
Time-efficient polychronicity × employment status	Between groups	.07	2	.03	.05	.95
	Within groups	389.09	601	.65		
	Total	389.16	603			
Multitask polychronicity × employment status	Between groups	.14	3	.07	.15	.86
	Within groups	285.19	601	.48		
	Total	285.33	603			
Intrinsic job satisfaction × employment status	Between groups	12.96	2	6.48	9.37	.000***
	Within groups	415.88	601	.69		
	Total	428.84	603			
Extrinsic job satisfaction × employment status	Between groups	1.15	2	.58	1.25	2.9
	Within groups	276.72	601	.46		
	Total	277.87	603			
Turnover intention × employment status	Between groups	1.77	2	.89	2.51	.08
	Within groups	211.61	601	.35		
	Total	213.38	603			

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

Table 4.12

*Comparison of Mean Scores Between Employment Status Groups*

Relationship	<i>N</i>	<i>M</i> score	<i>SD</i>	95% confidence interval	
				Lower bound	Upper bound
Intrinsic motivation					
Part-time	40	3.70	.46	3.56	3.85
Full-time	508	3.81	.62	3.76	3.87
Monochronicity					
Part-time	40	1.88	.86	1.60	2.16
Full-time	508	1.99	.87	1.91	2.06
Intrinsic job satisfaction					
Part-time	40	2.83	.64	2.62	3.04
Full-time	508	3.09	.84	3.02	3.17

## Employment Tenure Group Differences

Statistically significant differences between groups based upon employment tenure were found for following variables: monochronicity ( $F = 2.50, p = .04$ ), time-efficient polychronicity ( $F = 2.68, p = .03$ ), multi-tasking polychronicity ( $F = 5.19, p = .000$ ), intrinsic job satisfaction ( $F = 3.74, p = .005$ ), and turnover intention ( $F = 2.61, p = .04$ ) as presented in Table 4.13.

Employees with less than 6 months of work experience had higher levels of monochronicity, time-efficient polychronicity, multi-tasking polychronicity and intrinsic job satisfaction than employees with 3 years to 5 years of work experiences. Employees with 7 months and 1 year of work experience had higher levels of turnover intention than employees with more than 5 years, as outlined in Table 4.14.

Table 4.13

*Analysis of Variance Between Employment Tenure Groups*

Relationship		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i> - statistic	<i>Sig</i>
Intrinsic × employment tenure	Between groups	3.28	4	.82	2.02	.09
	Within groups	244.87	603	.41		
	Total	248.15	607			
Extrinsic × employment tenure	Between groups	4.25	4	1.06	1.56	.19
	Within groups	411.67	603	.68		
	Total	415.92	607			
Monochronicity × employment tenure	Between groups	8.32	4	2.08	2.50	.04*
	Within groups	500.45	603	.83		
	Total	508.77	607			
Time-efficient polychronicity × employment tenure	Between groups	6.92	4	1.73	2.68	.03*
	Within groups	388.24	603	.65		
	Total	395.16	607			
Multitask polychronicity × employment tenure	Between groups	5.34	4	1.34	5.19	.000***
	Within groups	155.32	603	.26		
	Total	160.66	607			
Intrinsic job satisfaction × employment tenure	Between groups	10.54	4	2.64	3.74	.005**
	Within groups	424.68	603	.70		
	Total	435.22	607			
Extrinsic job satisfaction × employment tenure	Between groups	2.93	4	.73	1.58	.18
	Within groups	280.02	603	.46		
	Total	282.95	607			
Turnover intention × employment tenure	Between groups	3.72	4	.93	2.61	.04*
	Within groups	214.70	603	.36		
	Total	218.42	607			

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

Table 4.14

*Comparison of Mean Scores Between Employment Tenure Groups*

Relationship	N	M score	SD	95% confidence interval	
				Lower bound	Upper bound
<b>Monochronicity</b>					
Less than 6 months	47	2.18	.94	1.90	2.45
7 to 12 months	81	1.96	.89	1.76	2.15
1 to 3 years	137	2.21	.96	2.05	2.38
3 to 5 years	153	1.91	.84	1.77	2.04
More than 5 years	190	2.05	.92	1.91	2.18
<b>Time-efficient polychronicity</b>					
Less than 6 months	47	3.19	.86	2.93	3.44
7 to 12 months	81	2.89	.74	2.73	3.06
1 to 3 years	137	2.91	.88	2.76	3.06
3 to 5 years	153	2.79	.66	2.68	2.89
More than 5 years	190	2.80	.84	2.67	2.92
<b>Multi-tasking polychronicity</b>					
Less than 6 months	47	3.03	.44	2.89	3.16
7 to 12 months	81	2.81	.41	2.71	2.90
1 to 3 years	137	2.86	.62	2.75	2.96
3 to 5 years	153	2.72	.43	2.65	2.79
More than 5 years	190	2.71	.51	2.63	2.78
<b>Intrinsic job satisfaction</b>					
Less than 6 months	47	3.36	.85	3.10	3.61
7 to 12 months	81	2.97	.79	2.79	3.14
1 to 3 years	137	3.19	.84	3.05	3.34
3 to 5 years	153	2.96	.75	2.84	3.08
More than 5 years	190	3.21	.90	3.08	3.34
<b>Turnover intention</b>					
Less than 6 months	47	2.99	.59	2.81	3.16
7 to 12 months	81	3.13	.55	3.00	3.24
1 to 3 years	137	3.09	.58	2.99	3.19
3 to 5 years	153	3.09	.53	3.01	3.18
More than 5 years	190	2.93	.66	2.83	3.02

## Research Question 2

Research Question 2: How does career motivation impact the extent of employee job satisfactions?

Multiple regression analysis was conducted to test the hypotheses that examined whether career motivations impacted employee job satisfaction. The specific findings regarding each of the four proposed hypotheses are outlined as below:

H1: Career motivation is positively related to job satisfaction.

H1a) Intrinsic motivation is positively related to intrinsic job satisfaction.

H1b) Intrinsic motivation is positively related to extrinsic job satisfaction.

H1c) Extrinsic motivation is positively related to intrinsic job satisfaction.

H1d) Extrinsic motivation is positively related to extrinsic job satisfaction.

Hypothesis 1a proposed that intrinsic motivation was positively related to intrinsic job satisfaction. The regression equation for Hypothesis 1a was statistically significant ( $F = 410.37, p = <.001$ ). Intrinsic motivation was positively related to intrinsic job satisfaction ( $\beta = .64, p = <.001$ ). Hence, Hypothesis 1a was supported.

Hypothesis 1b mentioned that intrinsic motivation was positively related to extrinsic job satisfaction. The regression equation for Hypothesis 1b was statistically significant ( $F = 381.03, p = <.001$ ). Intrinsic motivation was negatively related to extrinsic job motivation ( $\beta = -.39, p = <.001$ ). Hence, Hypothesis 1b was not supported.

Hypothesis 1c proposed that extrinsic motivation was positively related to intrinsic job satisfaction. The regression equation for Hypothesis 1c was statistically significant ( $F = 53.53, p = <.001$ ). Extrinsic motivation was positively related to intrinsic

job motivation ( $\beta = .24, p = < .001$ ). Hence, Hypothesis 1c was also supported.

Finally, Hypothesis 1d proposed that extrinsic motivation was positively related to extrinsic job satisfaction. The regression equation for Hypothesis 1d was statistically significant ( $F = 48.17, p = < .001$ ). Extrinsic motivation was positively related to extrinsic job satisfaction ( $\beta = .29, p = < .001$ ). Hence, Hypothesis 1d was also supported.

### Research Question 3

Research Question 3: How does polychronicity impact the extent of employee job satisfaction?

Multiple regression analysis was conducted to test the hypotheses that examined whether polychronicity impacted employee job satisfaction.

H2: Polychronicity is significantly related to employee job satisfaction.

H2a) Monochronicity is negatively related to intrinsic job satisfaction.

H2b) Monochronicity is negatively related to extrinsic job satisfaction.

H2c) Time efficient polychronicity is positively related to intrinsic job satisfaction.

H2d) Time efficient polychronicity is positively related to extrinsic job satisfaction.

H2e) Multi tasks polychronicity is positively related to intrinsic job satisfaction.

H2f) Multi tasks polychronicity is positively related to extrinsic job satisfaction.

Hypothesis 2a proposed that monichronicity was negatively related to intrinsic job satisfaction. Contrary to expectation, monochronicity was positively related to intrinsic job motivation ( $\beta = .42, p = < .001$ ) as opposed to the proposed hypothesis 2a. Hence, Hypothesis 2a was not supported.

Hypothesis 2b proposed that monochronicity was negatively related to extrinsic

job satisfaction. The regression equation for Hypothesis 2b was statistically significant ( $F = 21.13, p = < .001$ ). Monochronicity was negatively related to extrinsic job satisfaction ( $\beta = -.17, p = < .001$ ). Hence, Hypothesis 2b was supported.

Hypothesis 2c stated that time efficient polychronicity was positively related to intrinsic job satisfaction. The regression equation for Hypothesis 2c was statistically significant ( $F = 91.59, p = < .001$ ). Time efficient polychronicity was positively related to intrinsic job motivation ( $\beta = .26, p = < .001$ ). Hence, Hypothesis 2c was also supported.

Hypothesis 2d proposed that time efficient polychronicity was positively related to extrinsic job satisfaction. The result of Hypothesis 2d was statistically significant ( $F = 22.51, p = < .001$ ). Time efficient polychronicity was positively related to extrinsic job satisfaction ( $\beta = .18, p = < .001$ ). Hence, Hypothesis 2d was supported.

Hypothesis 2e proposed that multi tasking polychronicity was positively related to intrinsic job satisfaction. The result of Hypothesis 2e was statistically significant ( $F = 100.84, p = < .001$ ). Multi tasking polychronicity was positively related to intrinsic job satisfaction ( $\beta = .35, p = < .001$ ). Hence, Hypothesis 2e was supported.

Finally, Hypothesis 2f mentioned that multi tasking polychronicity was positively related to extrinsic job satisfaction. The result of Hypothesis 2f was statistically significant ( $F = 27.21, p = < .001$ ). Multi tasking polychronicity was positively related to extrinsic job satisfaction ( $\beta = .22, p = < .001$ ). Hence, Hypothesis 2f was also supported.

#### Research Question 4

Research Question 4: How does employee job satisfaction impact the extent of turnover intention?



Multiple regression analysis was conducted to test hypotheses that examined whether job satisfaction impacted employee turnover intention.

H3: Employees' job satisfaction is negatively related to turnover intention.

H3a) Intrinsic job satisfaction is negatively related to turnover intention

H3b) Extrinsic job satisfaction is negatively related to turnover intention

Hypothesis 3a stated intrinsic job satisfaction was negatively related to turnover intention. The regression equation for Hypothesis 3a was statically significant ( $F = 90.53$ ,  $p = < .001$ ). Intrinsic job satisfaction was negatively related to turnover intention ( $\beta = -.45$ ,  $p = < .001$ ), supporting Hypothesis 3a.

Hypothesis 3b proposed extrinsic job satisfaction was negatively related to turnover intention. The regression equation for Hypothesis 3b was also significant ( $F = 90.53$ ,  $p = < .001$ ). Extrinsic job satisfaction was negatively related to turnover intention ( $\beta = -.19$ ,  $p = < .001$ ). Hypothesis 3b was also supported. All results regarding all hypothesizes are shown in Table 4.15 and Table 4.16. The results from this analysis are illustrated in Figure 4.4, 4.5, 4.6, and 4.7.

Table 4.15

*Multiple Regression Analysis for Job Satisfaction*

Independent variables	Dependent variables		
	$\beta$		
	Job satisfactions		
	Intrinsic satisfaction	Extrinsic satisfaction	
<b>Career motivations</b>	Intrinsic motivations	.64*** (support H1a)	-.39*** (reject H1b)
	Extrinsic motivations	.24*** (support H1c)	.29*** (support H1d)
	$R^2$	.57	.14
	Adjusted $R^2$	.57	.14
	$F$	381.03	48.17
<b>Polychronicity</b>	Monochronicity	.42***(reject H2a)	-.17***(support H2b)
	Time-efficient polychronicity	.26***(support H2c)	.18***(support H2d)
	Multitask polychronicity	.35***(support H2e)	.22***(support H2f)
	$R^2$	.35	.11
	Adjusted $R^2$	.35	.11
$F$	91.59	21.13	

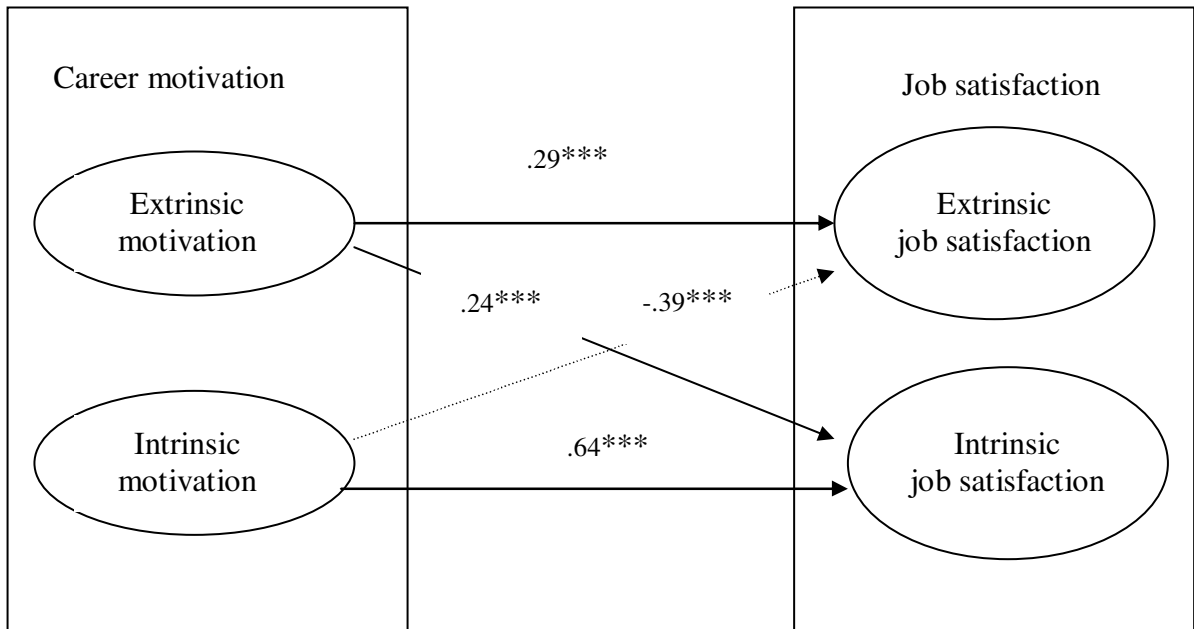
Note: \* $p < .05$ ; \*\*  $p < .01$ ; \*\*\* $p < .001$ ; n/s: not significant

Table 4.16

*Multiple Regression Analysis for Turnover Intention*

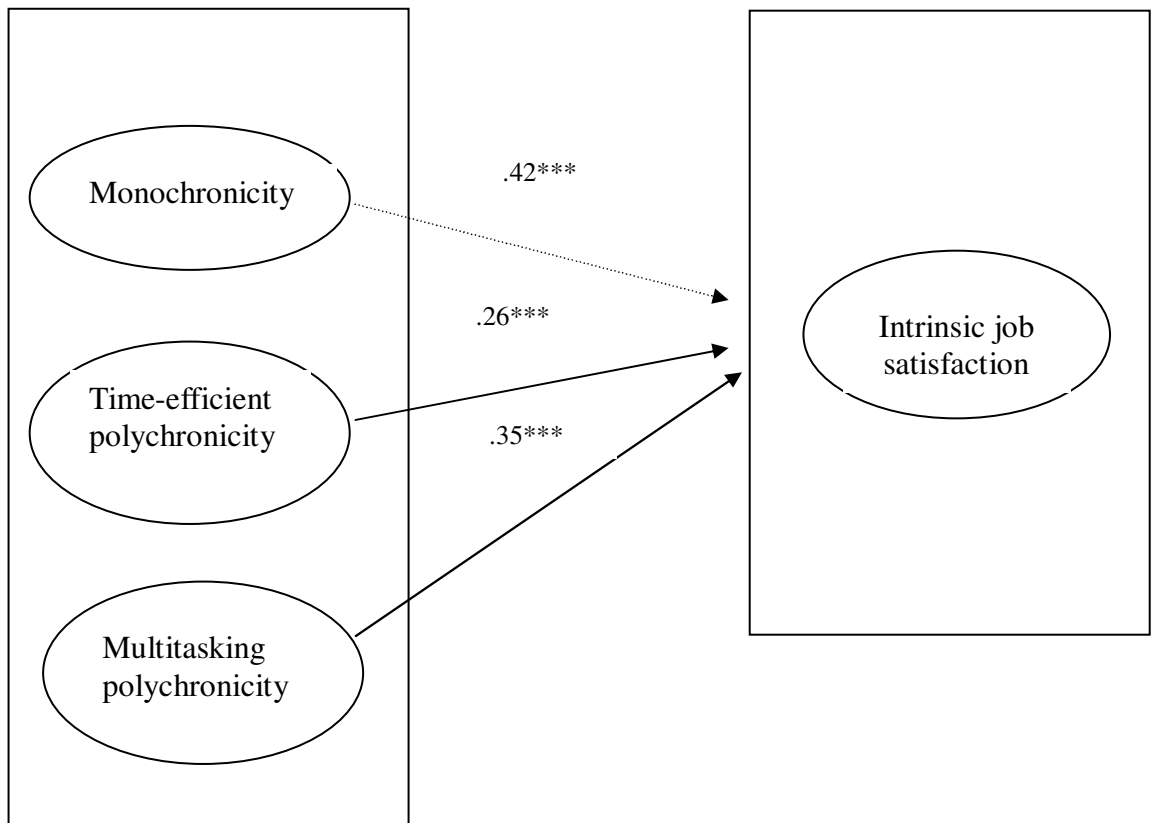
Independent variables		Dependent variables
		$\beta$
		Turnover intention
<b>Job satisfaction</b>	Intrinsic job satisfaction	-.45*** (support H3a)
	Extrinsic job satisfaction	-.19*** (support H3b)
	$R^2$	.24
	Adjusted $R^2$	.23
	$F$	90.53

*Note.* \* $p < .05$ ; \*\*  $p < .01$ ; \*\*\* $p < .001$ ; n/s: not significant



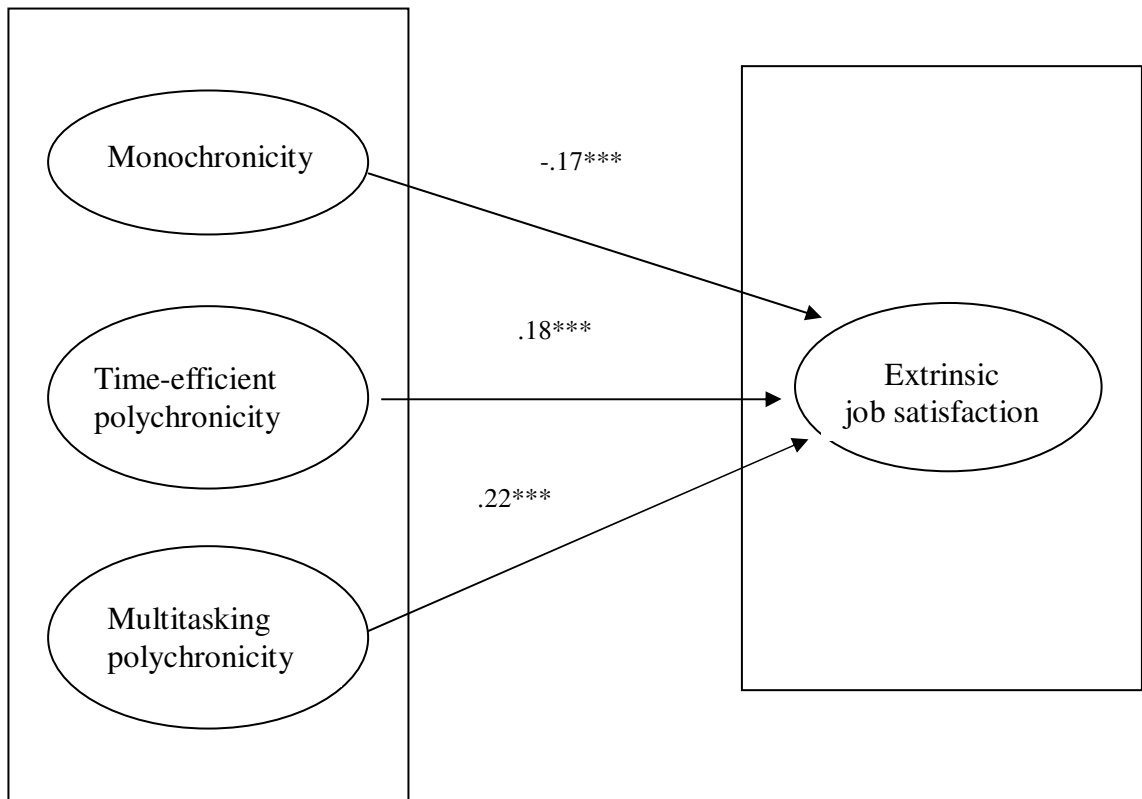
*Note:* \*\*\* $p < .001$

Figure 4.4. Career motivation and job satisfaction.



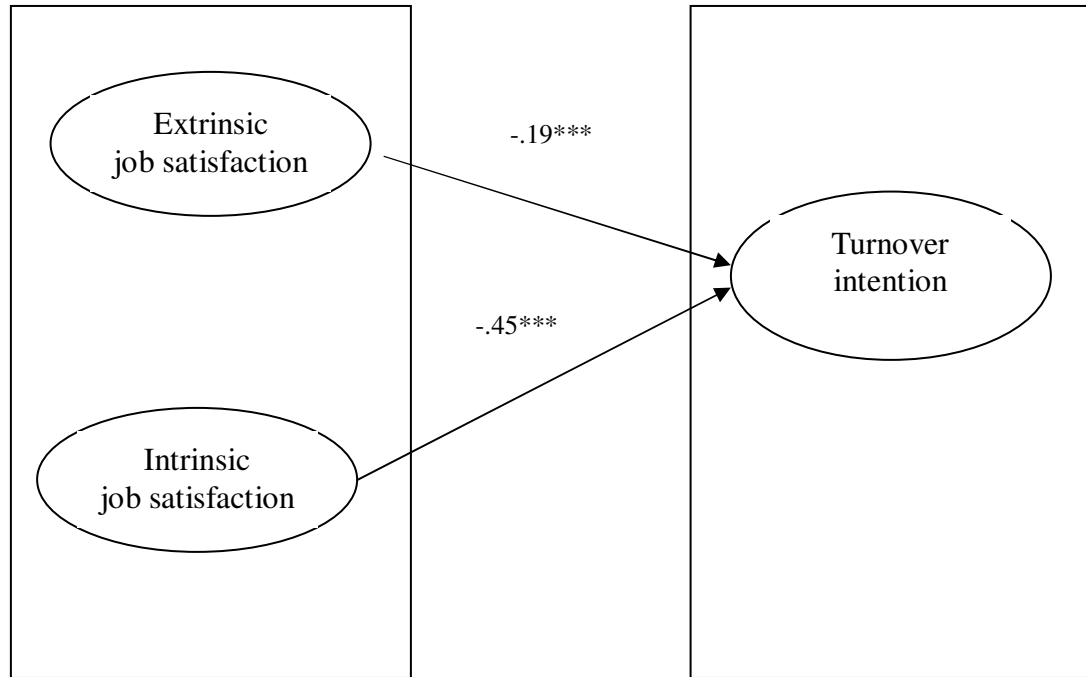
Note: \*\*\* $p < .001$

Figure 4.5. Polychronicity and intrinsic job satisfaction.



Note:  $***p < .001$

Figure 4.6. Polychronicity and extrinsic job satisfaction.



Note: \*\*\* $p < .001$

Figure 4.7. Job satisfaction and turnover intention.

### Examination of Open-Ended Questions

Content analysis was selected as one of the qualitative methods for analyzing the data. Content analysis is a procedure for categorizing of the dimensions, and it enables researchers to systematically sift through large volume of data with relative ease (GAO, 1996).

The following open-ended questions were examined for this study.

1. What are your three most important motivators at work?

Employees were asked to list the three most important motivators at work. Table 4.17 revealed that the primary motivator for nonsupervisory employees was pay followed

by working with good coworkers, and interesting work. These dimensions were categorized into two factors: extrinsic motivators and intrinsic motivators. For example, employee pay was considered an extrinsic motivator while good co-workers and interesting work were intrinsic motivators. There were 114 responses categorized as extrinsic motivators, while 175 responses were classified as intrinsic motivators. Interestingly, while pay was considered as the prime motivator for nonsupervisory employees working at hotels, hotel employees also considered intrinsic motivators as important motivators.

Table 4.17

*Responses to Motivational Dimensions of the Hotel*

	Dimension	Dimension Frequency	Total Frequency
Extrinsic motivators	Money	69	114
	Benefit	10	
	Working schedule	9	
	Job opportunity	8	
	Job security	6	
	Good company	5	
	Location	5	
	Safe workplace	1	
	Policy	1	
	Religion	1	
Intrinsic motivators	Good co-worker	21	175
	Interesting work	18	
	Family	16	
	Positive working environment	14	
	Good supervisor	13	
	Teamwork	12	
	Appreciation	11	
	Relationships with customers	11	
	Good working condition	11	
	Trust	9	
	Friendship	9	
	Recognition	6	
	Ethic	5	
	Communication	3	
	Training	4	
	Involvement	2	
	Positive feedback	2	
	Good job	2	
	Learning	2	
	Job satisfaction	2	
Empowerment	2		



2. What are the three major reasons you came to this hotel to work?

In order to learn what hotel employees want from work, the researcher asked them to respond to the following question: What are the three major reasons you came to this hotel to work?

The result of this study indicated that three major reasons to work at the hotel were (1) money; (2) good company (good reputation, and brand); and (3) location, as presented in Table 4.18. Reasons for working at the hotel were categorized into extrinsic and intrinsic factors. The research showed that hotel employees worked at the hotel mainly because of extrinsic factors.

Table 4.18

*Responses to Reason for Coming to This Hotel to Work*

	Dimension	Dimension frequency	Total frequency
Extrinsic factors	Money	41	167
	Good company (reputation, size, brand)	32	
	Location	30	
	Benefit	15	
	Working schedule	15	
	Job opportunity	15	
	Good working condition (nice place)	15	
	Job security	4	
Intrinsic factors	Career development (experience)	20	64
	Good co-worker	12	
	Positive working environment	9	
	Interesting work	8	
	Learning	5	
	Good supervisor	3	
	Recognition	3	
	Social interaction	4	

Remarks	Recommendation	14	
	Family	12	
	Need a job	9	38
	Word of mouth	2	
	Religion	1	

---

3. When your supervisor(s) ask(s) you to do several tasks at the same time, how do you deal with these task(s)?

This open format question is intended to measure the preference of polychronicity. The responses involved both positive and negative comments. Many respondents mentioned that they typically enjoy doing several tasks or assignments at the same time. Some respondents stated that they finish one task and then move on to another task. However, some comments were extremely negative, which included “get frustrated,” “overwhelmed,” and “give up” as shown Table 4.19.

Table 4.19

*Responses to Polychronicity Question*

Dimensions	Dimension frequency
Try to do as many as I can (polychronicity)	66
Do what to do first	36
Ask supervisor	17
Overwhelmed	16
I finish one task and then move on the next (monochronicity)	10
Delegate	5
Do my job	4
Try to do what I can	3

---

4. What are the three reasons why you stay (continue to work) at this hotel?

The open format questions dealt with issues of turnover intention in the hotel industry. The respondents addressed a variety of reasons to continue to work at this hotel. The result showed that three major reasons to continue to work at the hotels were pay, interesting work, and good coworkers, as presented in Table 4.20.

Table 4.20

*Responses to Turnover Intention Question*

Dimension	Dimension frequency
Money	48
Interesting work	26
Good coworkers	25
Working schedule	24
Benefit	24
Location	17
Job security	15
Good company	13
Positive work environment	11
Job opportunity	10
People	9
Good working conditions	6
Learning	6
Experience	5
Good supervisor	5
Social interaction	5
Loyalty	3
Family	3
Work safety	2
Freedom	2
Need a job	2
Personal help	1

## CHAPTER 5

### DISCUSSION

The purpose of this study was to investigate the impact of individual differences, focusing on career motivation and polychronicity, on job satisfaction and employee turnover intention among nonsupervisory employees in the hotel industry. This chapter is intended to provide a general discussion of the findings for this study and to suggest practical recommendations. Specifically, four sections are presented in this chapter: (a) discussion of findings; (b) recommendations for hotel managers; (c) limitations; (d) and recommendations for future research.

#### Discussion of Findings

The following five research objectives were examined in this study.

- (1) To identify the decisive sub-dimensions of career motivation, polychronicity, and job satisfaction among hotel industry employee perceptions.
- (2) To compare differences of career motivation, polychronicity, job satisfaction, and turnover intention between groups based on demographic variables.
- (3) To examine the relationship between career motivation and job satisfaction.
- (4) To examine the relationship between polychronicity and job satisfaction.
- (5) To examine the relationship between job satisfaction and turnover intention.

(1) To identify the decisive sub-dimensions of career motivation, polychronicity, and job satisfaction among hotel industry employee perceptions

This study identified the decisive subdimensions of career motivation,

polychronicity and job satisfaction among hotel industry employee perceptions. The ten job-related career motivation items were grouped into two factors: extrinsic motivations (i.e., pay and job security) and intrinsic motivation (i.e., interesting work, trust, good working conditions, organizational policies and work involvement). These findings support the widely used Kovach's scale and Herzberg's motivation theory. Employees who are intrinsically motivated believe that their work provides accomplishment and achievement, while employees who are extrinsically motivated regard their work as a means to acquire material or social reward. Consequently, it is especially important for an organization and its managers to understand the source of motivation in order to motivate employees efficiently.

Second, after conducting factor analysis, this study identified three factors associated with polychronicity. Polychronicity refers to "the extent to which people prefer to be engaged in two or more tasks or events at the same time; and believe that their preference is the best way to do things" (Bluedorn, Thomas, Michael, & Gregg, 1999). The factors included monochronicity, time-efficient polychronicity, and multitasking polychronicity. Polychronicity is typically regarded as the concept of time-use preference dimension (Arndt, Gronmo, & Hawere, 1981). For example, if individuals prefer to engage in several tasks simultaneously, that individual is polychronic. If an individual, on the other hand, prefers to work on one task at a time, that individual is called monochronic. A time-use preference of polychronicity is a key concept for defining polychronicity in the management literature (Bluedorn, Kaufman, & Lane, 1992). This study provides useful information regarding polychronicity by applying it to the hotel

industry where polychronicity is clearly important.

Finally, this study revealed two distinctive job satisfaction dimensions: extrinsic job satisfaction (i.e., general job satisfaction, pay satisfaction, and job security satisfaction) and intrinsic job satisfaction (job autonomy, the job information from my supervisor, the job information from managers, the opportunity to complete tasks, the variety of activities, and close friendships). This finding supports Herzberg's motivator-hygiene theory of job satisfaction (Herzberg, Mansner, & Snydermann, 1959). According to Frederick Herzberg's motivator-hygiene theory of job satisfaction, every employee has two types of needs: "motivator needs" and "hygiene needs." "Motivator needs" are primarily related to how interesting the work is, while "hygiene needs" are associated with the physical context in which the work is performed. Thus, "motivator needs" are primarily associated with how interesting employees find their work which is closely related to intrinsic job satisfaction. "Hygiene needs" are associated with the physical context of the work performed which is related to extrinsic job satisfaction.

Traditionally, several studies suggest that an employee is either satisfied or dissatisfied with his or her job. However, Hertzberg's theory indicated that an employee could experience job satisfaction and job dissatisfaction simultaneously. For example, some employees are satisfied with the pay they receive, while they are dissatisfied with their job. This dissatisfaction from either extrinsic or intrinsic sources can lead to employee turnover intention. Thus, in order to decide on the most efficient strategy to increase overall job satisfaction, it is important for managers to find the best way to increase both intrinsic and extrinsic job satisfaction.

(2) To compare differences of career motivation, polychronicity, job satisfaction, and turnover intention between groups based on demographic variables.

There are significant disparities with regard to the extent of employee perception in terms of career motivation, polychronicity, job satisfaction, and turnover intention among various demographic groups (i.e., age, gender, married status, employment status, and employment tenure). Gender shows significant differences in influencing an employees' preferences of motivation. Female employees seem to have higher intrinsic motivation than male employees. Female employees are more likely than male employees to seek to receive trust, interesting work, and job participation from their managers.

Hotel employees between the ages of 12 and 26, so called Generation Y, consider extrinsic motivation to be more important and to have higher turnover intention than other age groups. On the other hand, employees over the age of 45, so-called Baby Boomers, are more satisfied with their job than are employees between the ages of 12 to 26 (Generation Y). In other words, Generation Y employees seem to be more motivated by extrinsic motivation, in particular pay, than Baby Boomer employees. Generation Y employees are more likely to leave their jobs when another company provides better pay and benefits. It indicates that Generation Y employees have different needs from their jobs compared to Baby Boomer employees.

Marital status differently influences overall extrinsic motivation, monochronicity, intrinsic job satisfaction, extrinsic job satisfaction and turnover intention. In particular, the results showed that married employees are less likely to leave their jobs than unmarried employees. This finding may be explained by the fact that married employees

sometimes have increased responsibilities, such as supporting families. These married employees may have increased financial burdens that might discourage them from leaving their job. Furthermore, married employees may hesitate to leave the organization because they do not want their families to deal with the trials and tribulations of relocation.

Employment status reveals significant differences in the area of intrinsic motivation, monochronicity, and intrinsic job satisfaction. Full-time employees exhibited higher intrinsic motivation and intrinsic job satisfaction than part-time employees. In general, full-time employees may value their jobs more than part-time employees because they are more career-oriented.

Employment tenure shows significant differences in the area of monochronicity, time-efficient polychronicity, multi-tasking polychronicity, intrinsic job satisfaction, and turnover intention. Employees who worked less than 6 months have higher levels of intrinsic job satisfaction than employees working between 1 year and 3 years. In particular, job satisfaction is very low between 7 months to 12 months of employment while turnover intention increases. This finding highlights the central role that human resource management plays in managing new employees. This is because employees may have unrealistic job expectations and perceptions about the hotel. Another possible reason that job satisfaction significantly drops within one year is that new employees may not be familiar with the organizational culture and work environment.

- (3) To examine the relationship between career motivation and job satisfaction  
Based upon the recognized subdimensions of career motivations (intrinsic



motivation; extrinsic motivation), polychronicity (monochronicity; time-efficient polychronicity; multitasking polychronicity), and job satisfaction (intrinsic job satisfaction; extrinsic job satisfaction), their hypothesized relationships are tested.

Career motivations positively influence job satisfaction. Intrinsic motivation and extrinsic motivation are both effective antecedents to predict intrinsic and extrinsic job satisfaction. Employees with strong intrinsic motivation are more likely to be satisfied with jobs that are interesting and meaningful, while employees with strong extrinsic motivation are more likely to be satisfied with jobs that pay well. Interestingly, a positive impact is found between extrinsic motivation and intrinsic job satisfaction, and a negative relationship is found between intrinsic motivation and extrinsic satisfaction as opposed to the proposed hypothesis.

(4) To examine the relationship between polychronicity and job satisfaction

Polychronicity is significantly related to employees' job satisfactions. Time-efficient polychronicity and multitasking polychronicity are both effective antecedents to predict intrinsic and extrinsic job satisfaction. For example, employees with effective time-use and multitasking skills are more likely to be satisfied with their job because they are comfortable to perform several tasks at the same time. Interestingly, a positive relationship is found between monochronicity and intrinsic job satisfaction as opposed to the proposed hypothesis. This study is the first approach to deal with polychronicity in the hotel environment where multitasking is extremely important. Hotel employees quite often are faced with uncertain and unpredictable situations and are expected to work quickly within a limited time. Considering the multitasking and time constraint

characteristics of hotel work, this finding implies that polychromic-oriented employees may be more suitable for certain jobs within the hotel industry. Hence, it is important for hotel managers to adequately assess a job applicant's ability to successfully fulfill the job requirements.

(5) To examine the relationship between job satisfaction and turnover intention.

This study reveals that job satisfaction is negatively related to turnover intention. Not surprisingly, the results indicate that employees who are satisfied with their jobs are less likely to leave their jobs. However, this finding suggests that intrinsic job satisfaction could be a more reliable predictor of employee turnover than extrinsic job satisfaction. Traditionally, hotel managers believed that employees leave their jobs when they are dissatisfied with pay. However, this study places greater emphasis on intrinsic job satisfaction to predict employee turnover intention. This finding may encourage hotel managers to recognize the importance of intrinsic job satisfaction. Furthermore, this may help to dispel the false stereotypes held by managers that their employees leave when they are dissatisfied with only extrinsic factors such as pay.

#### Recommendations for Hotel Managers

The research purpose of this study was how to reduce employee turnover by increasing employees' job satisfaction. Given the huge costs related to turnover including lost productivity and hiring and training of employees, it is a pertinent issue to understand the causes of employee turnover. This study provides managerial information for hotel managers in terms of how to reduce turnover intention in the hotel industry. The findings in this study suggest that when a hotel employee is generally more satisfied with intrinsic

factors ( $\beta = -.45$ ) than extrinsic factors ( $\beta = -.19$ ), the chances of leaving or looking for another job is low. Therefore, the first implication of this study is that an effective human resource strategy should place more emphasis on intrinsic job satisfaction in order to reduce turnover intention.

In order to increase intrinsic job satisfaction, it is imperative to invest in intrinsic motivation instead of extrinsic motivation. However, it does not mean that extrinsic motivation such as pay is not an important factor to motivate employees. It can still have a major influence on employee turnover. For example, when the researcher asked employees to describe the three most important motivators at work in the qualitative section of the study, they reported that pay is the primary motivator for hotel nonsupervisory employees. Furthermore, as younger employees are more likely to be motivated by extrinsic factors than older employees, hotel managers should consider the use of monetary incentive programs to motivate good performance. It is suggested that hotel managers place more emphasis on performance-based reimbursement and stock option plans.

Despite the fact that pay is the major extrinsic motivation factor, hotel managers should understand intrinsic motivators to consider when they are motivating employees. In other words, hotel managers should recognize that intrinsic motivation plays an important role to increasing job satisfaction and ultimately reducing turnover intention. Hence, hotel managers should review existing jobs and consider redesigning them in order to increase employee levels of intrinsic motivation.

One way to enhance intrinsic motivation is to consider job enlargement and job

enrichment. Job enlargement refers to increasing an employee's workload horizontally by allowing him or her to be exposed to more varied tasks with a similar level of difficulty (Noe, Hollenbeck, Gerhart, & Wright, 2004). Job rotation might be considered by hotel managers. Job rotation helps employees increase their understanding of different company functions and improves problem-solving and decision-making skills. Job enrichment, on the other hand, is the vertical expansions of workload by letting employees learn more about the overall job (Noe et al., 2004). Nonsupervisory employees should be given an opportunity to "shadow" their managers, which will give them a better understanding of the entire job.

Another implication of this study is the importance of individual differences in better understanding career motivation, polychronicity, job satisfaction and turnover intention in the hotel industry. Specifically, the gender of hotel employees had influence on motivational preferences. Female employees have a higher preference for intrinsic motivation than male employees. Hence, this finding may help hotel managers to establish different managerial strategies for motivating female hotel employees relative to those used for male hotel employees. A soft-tone approach focusing on interpersonal relationships and verbal communication seems to be more appropriate when designing motivational programs for female employees. For example, managers should emphasize female employees' recognition and praise for a job well done, and encourage them to participate in decision-making.

Age does have a role in influencing employees' perception of the career motivation, job satisfaction, and turnover intention. In particular, Generation Y

employees are more likely to be motivated by extrinsic factors and have higher turnover intention than Baby Boomer employees. Hence, human resource managers should create work environments that can encourage extrinsic motivation in order to attract, motivate, and retain Generation Y employees. Thus, it may behoove managers to consider performance-based pay plans to motivate younger employees. It is also important for human resource managers to develop accurate performance appraisal measures in order to have a successful performance based plan.

Marital status also influences job satisfaction. Married employees are more likely to be satisfied with their job than single employees. Hence, in order to enhance their job satisfaction, hotel managers might use family-friendly policies to recruit and retain competent employees. This would include corporate-owned or sponsored on-site family care centers for child or adult family members. If this is not financially feasible, hotels can provide employees with monthly stipends to assist employees with family care expenses. This family-friendly work environment enhances a hotel's ability to recruit and retain married employees.

Employment status influences intrinsic motivation and job satisfaction. The finding of the study showed that full-time employees have higher levels of intrinsic motivation and job satisfaction than part-time employees. Hence, hotel managers should assist these employees in establishing career goals. For example, managers should meet with part-time employees in order to discuss their career interests, job strengths, and career development plans. These efforts may be helpful to increase job satisfaction for part-time employees.

Finally, this study indicates that employees are more likely to leave after working 7 to 12 months. Hence, human resource management has a vested interest in assisting employees to develop realistic job expectations. This can be accomplished through a realistic job preview. A realistic job preview is simply an attempt to provide accurate information about a particular job to all job applicants. This includes not only what the duties of the job are but also what the job is like and what the working conditions may be. The realistic job preview may play an important role to reduce turnover intention in the hotel industry.

Another way to reduce employee turnover is to introduce mentoring and /or buddy programs during the first year of work. More experienced employees can provide useful information and guidelines to new employees which will help assist them in achieving their job goals. Obtaining help from a mentor can be an effective tool for new employees to increase their job satisfaction and reduce turnover in the hotel company. A “buddy” program encourages interaction between older and younger employees.

Another implication of this study is that polychronicity is one of the predictors of job satisfaction. As the hotel work environment becomes more challenging and complex, it is important to recognize the impact of polychronicity on job satisfaction. In particular, hotel companies are characterized as a work environment where time use is important and where multitasking is frequently required within a given time period. This study indicates that different patterns of time use (i.e., polychronic or monochronic) influences employee job satisfaction. Thus, polychronicity provides information that may be used to predict employee job satisfaction. Consequently, when hiring employees,

human resource managers should consider conducting personality tests in order to accurately match each employee to a job that will capitalize on his/her abilities. These tests are useful tools for a company to use to assess personality types. For example, human resource managers should place polychronic-orientated employees in positions such as the hotel front desk that frequently requires multitasking abilities. This effective placement is very helpful to increase employee job satisfaction and assisting reducing employee turnover in the hotel company. In addition, hotel companies may consider developing and implementing training programs to enhance employee multi-tasking skills. Furthermore, hotel companies can establish their own “job success strategies manuals” to enhance job satisfaction. These department based on manuals would contain on-going successful and unsuccessful examples of performing the job.

#### Limitations

There are several limitations to this study.

- Employees who participated in this study were recruited from a single hotel company brand located in one metropolitan area. Therefore, the current findings could only be generalized to the sample population.
- The legal counsel for the hotel company used in this study provided specific guidelines for distributing and collecting the completed questionnaires.

#### Recommendations for Future Research

The following recommendations in the form of generalizations are suggested by the researcher based upon the findings from this study.

- (1) In addition to job satisfaction, other organizational variables such as organization

commitment should be examined in order to better understand employee turnover in the hotel industry. This suggestion is recommended because the independent variable, job satisfaction, yielded a squared multiple correlation ( $R^2$ ) of .235 in order to explain the turnover intention for nonsupervisory employees working at the sample hotels.

This suggests that job satisfaction is one variable to predict turnover intention, but job satisfaction alone is not adequate to understand turnover intention due to the complexity involved in making the decision to leave a job.

- (2) Research should be conducted to replicate this study using national and international samples from different hotel brands.
- (3) Research should be conducted to replicate this study using managerial hotel employees rather than nonsupervisory employees.
- (4) Research should be conducted to replicate this study, comparing different hotel categories (luxury, extended stay, upscale, etc.) within the hotel brands.
- (5) In addition to the demographic age categories utilized in this study, it is recommended that data be analyzed based on generation categories, for example, Generation X and Generation Y. Furthermore, analysis of job satisfaction should address ethnic differences within the generational categories.



APPENDIX A  
COVER LETTER (ENGLISH)



March 26, 2008

Dear Hotel Participants:

As graduate student in the School of Merchandising and Hospitality Management at the University of North Texas, I am conducting a research study focusing on the impact of career motivations on job satisfaction in the hotel industry. This study is expected to provide a better understating of employee job satisfaction in the workplace. I am conducting this research survey to complete the requirements of my master's degree and not as an agent or representative of Hilton Hotels Corporation.

Since you are an important employee of this hotel, I am requesting your involvement in this study by completing the enclosed questionnaire. There are no foreseeable risks involved in this study. Your participation in this project is encouraged but is entirely voluntary and is not required by your employer. Your responses will strictly be **confidential and no one's survey will be shown to your supervisors**. The time expected to complete this survey is approximately 15 minutes. If you choose to complete the questionnaire, you should do outside of your working hours.

Please answer all the survey questions completely as uncompleted surveys cannot be used. After completing all answers, please return your finished survey with an enclosed envelope sealed to the Human Resource Department by March 31, 2008.

If you have any questions regarding this study, please feel free to call me at (940) XXX-XXXX. You may also call Dr. Richard F. Tas, Professor, School of Merchandising and Hospitality Management, University of North Texas (940) XXX-XXXX.

This research study has been reviewed and approved by the UNT Institutional Review Board (IRB). You may contact the IRB at (940) 565-3940 for any questions you may have about your rights as a research subject.

To finish requirements for my master's degree, your participation is very important to me and I value your opinion. Thank you for taking your time to fill out this survey. You may keep this letter for your record.

Sincerely

\_\_\_\_\_  
Steve Ji-Chul Jang  
Graduate Student  
Hospitality Management Program

\_\_\_\_\_  
Richard Tas, Ph. D  
Professor and Academic Advisor  
Hospitality Management Program

APPENDIX B  
COVER LETTER (SPANISH)



26 de Marzo, 2008

Estimados Participantes,

Como estudiante de posgrado en Administración y Gerenciamento de Hotelería de la Universidad del Norte de Texas, estoy realizando una investigación con enfoque en el impacto que tienen las motivaciones de carrera encunto a la satisfacción de trabajo en la indstria hotelera. Se espera que este estudio proporcione un mejor entendimiento acerca de la satisfacción de trabajo que tiene el empleado en el lugar de trabajo. Estoy conduciendo este estudio para completar los requisitos de mis estudios de mastoría y no como representante de la cooperación de Hilton Hotels.

Como usted es un importante empleado de este hotel, socilicito su participación en esta investigacion completando el cuestionario aqui incluido. No hay ningun riesgo implicado en este proyecto. Su participacion en este proyecto es alentada pero es completamente voluntaria y no es obligatorio para su empleo. **Sus respuestas serán estrictamente confidenciales y no seran mostradas a sus supervisors.** El tiempo esperado para completar este cuestionario es de aproximadamente 15 minutos. Si elijas de completarlo debería hacerlo el cuestionario afuera del tiempo de empleo.

Por favor conteste todas las preguntas de la investigación, porque cuestionario incompletos no pueden ser utilizados. Despues de completar el cuestionario, Por favor regresa el formulario serrado en un sobre y entrégalo al Departamento de Recursos Humanos para el 31 de Marzo, 2008.

Si usted tiene alguna pregunta con respecto a este estudio, por favor comuniquese conmigo al (940) XXX-XXXX. Usted también puede contactar al professor Richard F. Tas, de la Escuela de la Administración y Gerenciamento de Hotelería, de la Universidad del Norte de Texas al (940) XXX-XXXX.

Este estudio de investigación ha sido revisado y aprobado por el Comité Examinador Institucional UNT (IRB). Usted puede contactar el IRB al (940) 565-3940 para cualquier pregunta que usted puede tener acerca de sus derechos como un sujeto de investigación.

Para terminar los requisitos para mi maestria, su participación es muy importante y valoro su opinión. Gracias por tomar de su tiempo para llenar este cuestionario.

Sinceramente,

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Steve Ji-Chul Jang  
Estudiante de pos-grado  
Curso de Gerenciamento Hotelero

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Richard Tas, Ph. D  
Profesor  
Curso de Gerenciamento Hotelero

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