

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
EMPLOYEES' TURNOVER INTENTIONS IN THE U.S. HOTEL INDUSTRY**

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## Abstract

The research examines the beliefs of fulltime hotel employees regarding Human Resource Management (HRM) practices (training and development, performance appraisal, compensation and benefits, and supervisory communications) that impact turnover intentions in the states of Nevada and New York. The key argument is that the effects of turnover intentions can be lessened through the management of strategic HR practices. Because the hotel sectors comprising both Nevada and New York displayed an equivalent range of HR policies and practices, the study included a comparative analysis of the extent to which the four above mentioned variables impact employees' turnover intentions across both sectors. Lessening turnover could be achieved chiefly through the implementation of innovative training and developmental programs, effective performance appraisal system, competitive compensation and benefit packages, and innovative supervisory communication processes. The research used a self-administrated questionnaire to gather the data for investigation. The questionnaire contained primarily closed questions, with opportunities for further explanation. An analysis of the Spearman's rank correlation coefficient and Chi-square test confirmed that all four practices addressed have a significant impact on employees' turnover intentions. Limited information about the influence of HR practices on turnover intentions in the sampled hotels has previously been published. This study and additional findings from the HR field provide invaluable insight into how these practices are influencing Nevada and New York State employee turnover intentions. The paper concludes with implications and recommendations for hoteliers, HRM professionals, and scholars in the field of human resource management.

## **Dedication**

I dedicate this dissertation to my loving family and dear friends. A special feeling of gratitude to my loving mother, Grace Lee Williams, who is not with us anymore but would have loved to see her prayers for me in reaching this milestone finally come to fruition. To my parents, Clifton Barnett Sr., Morris Henry-Giden, and my beloved and true mother-at-heart, Earnestine Henry-Giden, whose devotional support and re-assurance throughout the entire process goes beyond words, I am eternally grateful! To my sisters, Andrea Barnett, Sheryl Baker, Andrea Livingstone, Janice Walters-Sathees, and Carolyn Yancy, whose words of encouragement and push for tenacity gave me the encouragement I needed to continue. To my aunt, Marlene Gordon, who never left my side and is very special.

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My advisor and committee chair, Dr. Laura Mays, was truly the best chair a doctoral student could ask for, and for that I owe her a debt of gratitude. She challenged me to write and develop a proposal and, ultimately, a dissertation that was truly reflective of my full range of academic skills, and she would not accept anything less. I would not be as proud of the result of my academic training and my dissertation if it were not for her very astute guidance. I am honored to call her a colleague.

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## CHAPTER 1. INTRODUCTION

### Introduction to the Problem

A leading concern of the U.S. hotel industry is the increasingly high employee turnover rate (Bureau of Labor Statics, 2015; Dusek, Ruppel, Yurova, & Clarke, 2014; Fox, 2012). With intense competition, hotel owners have become more concerned about their capability for locating, attracting, hiring, developing, and retaining the required number of well-qualified employees needed to operate their hotels effectively. To ensure retention of talented employees, Monks (2012) stated hotel owners must offer employees more attractive and competitive packages, such as increased job security, effective supervisory communications, higher compensation packages, better career opportunities, realistic performance appraisal systems and constructive training and developmental opportunities. Otherwise, employees will elect to leave for more appealing career openings within the hotel industry. Watty-Benjamin and Udechukwu (2014) added that top talent in the 21<sup>st</sup> century was becoming difficult to find and expensive to replace. Attractive monetary and non-monetary incentives must be strategically coordinated within an organization to retain the best and most talented employees (Altarawneh & Al-Kilani, 2010).

Knowing the overarching benefits that can be derived from well-trained and talented employees, any voluntary turnover, especially by crucial contributors to an organization, may adversely affect quality customer service, create customer displeasure, and increase an organization's turnover rate (Yongbeom, 2013). According to Watty-Benjamin et al. (2014), employees who voluntarily depart from an organization often take with them valuable

knowledge, years of experience, and expertise that could significantly affect the organization's overall performance and the quality of customer service. The loss of talented employees to rivals can negatively affect a hotelier's sustainable advantage, as well. To appeal to skillful and talented employees, human resource (HR) professionals must understand what is vital today for retaining talented employees in the hotel industry (Lewis, 2014; Lockwood, 2006; Monks, 2012; Shukla, Srinivasan, & Chaurasia, 2013; Strojilova & Rafferty, 2013; Tariq, Ranzam, & Riaz, 2013).

Although hotel managers and HR professionals have relied on several turnover studies to help address the growing turnover rate facing the hotel industry, critical issues affecting the problem have not yet been completely resolved or addressed (Altarawneh et al., 2010; Firth, Mellor & Moore, 2007; Khilji & Wang, 2006). Several issues still require finding practical solutions for improving HR practices in the hotel sector. The unattractiveness of several practices in human resources management (HRM), such as lack of progressive career development opportunities and poor training and developmental programs, may indeed be contributing factors affecting the turnover rate in several hotels operating across the country (Altarawneh et al., 2010).

Two regions of the hotel sector where effects of HR practices have not yet been fully explored on an organization's performance and employee turnover rate are Nevada and New York. Thus, there has not been an in-depth study that clearly articulates how HR practices in the states of Nevada and New York impact employees' turnover intentions. Nor has there been a study on how the practices across both states may differ from each other (Jain, 2014; Kuslivan, Kuslivan, Ilhan & Buyruk, 2010; NYCTAI, 2013; Rinaudo, & Brophy, 2013). Parks and Borland (2012) speculated that further comprehensive and extensive studies must

be conducted to determine primary and subsequent grounds for turnover across various geographic regions within the US. This type of examination should not only focus on broad overview of turnover and turnover intentions in the hotel industry but also on turnover effect in specific regions of the country, such as the states of Nevada and New York. Thwala, Ajagbe, Choi, Bilau, and Enegbuma (2012) defined turnover as the personal undertaking to step outside the boundaries of the connection between the worker and the organization. Apparently, dissimilar to concrete turnover, an employee's 'intention' was concealed and therefore, not obviously noticeable. Intentions are an individual's internal thought process based on perceptions of treatments received (Long & Perumal, 2014). Turnover intention refers to that critical phase prior to actual turnover (Kim, 2014). Answers should help HR professionals decipher root causes of the phenomenon and potential solutions. The goal of this research was to determine the association, if any, amongst turnover phenomenon and organizational performance in the hotel sector. A detailed examination regarding the direct impact of four of the main HRM practices (i.e. formal training and developmental programs, supervisory communications, performance appraisal, and remuneration) was also conducted as mechanisms for retaining talented employees in the Nevada and New York hotel industries (Altarawneh et al., 2010; Baruch & Budhwar, 2006; DeMilleret, 2013; Jain, 2011; Jain, 2014; Spagnoli, Santos, & Caetano, 2012).

Despite the vast amount of literature referencing HR practices, very little information was found that thoroughly assess the four variables under investigation in this study and its influence on employee turnover intentions and organizational performance. Outcomes of this research offers hoteliers and HR professionals a more thorough interpretation of the turnover phenomenon affecting retention rate and measures that could be implemented to help

organizations retain its most valuable employees (Doyle, 2014). An organization's performance level was more likely to increase if workers feel comfortable working with the policies and procedures governing the internal working environment; therefore, it was imperative that HR practitioners use appropriate inducements to counter employees' turnover intentions (Tariq, Ranzam, & Riaz, 2013).

Several scholars proposed that top executives must become more aware of the fact that an employee's intention to quit was usually initiated when that employee becomes dissatisfied with their workplace experiences (MacIntosh & Doherty, 2010; Rasmi, AlBattat & Som, 2012; Robinson & Beesley, 2010). Unfulfilled expectations are prime indications for turnover intentions that may in the end encourage an employee to quit. Deliberate turnover was usually the consequence of a worker with unsatisfied expectations (Robinson & Beesley, 2010).

### **Background**

During the late 1970s, amidst the rapid development of the manufacturing industry, HRM experienced significant growth (Altarawneh et al., 2010; Shukla, Srinivasan, & Chaurasia, 2013). Lewis (2014) noted that hotel owners began to recognize the increased importance of organizations retaining talented employees who can render excellent customer services, from the moment guests walk into a hotel, to the moment they leave. The hotel industry still requires today the retention of talented employees who can deliver a high level of quality customer service (Lewis, 2014). Chang, Wang, and Huang (2013) stressed the need for HR practitioners to develop innovative practices that enable their organizations to attract, hire, and retained motivated and talented employees.

Results of seminal studies suggests more than half of the HRM literature was concentrated on two primary areas, the best fit, which was often referred to as the contingency method, and the best practice technique, normally referred to as the universalist approach (Baird & Meshoulam, 1988; Pfeffer & Veiga, 1999; Wood & Menezes, 1998). To achieve meaningful results, organizations must strategically align HR practices with the external competitive environment and the internal working organizational objectives (Baird & Meshoulam, 1988). The best practice method assumes organizations operating within the same industry would profit from adopting the same practices recommended for that industry (Pfeffer & Veiga, 1999). Using the same practice method, some researchers have proposed multiple groups of best practices that can facilitate an organization's overall competitive advantages and increase profits (Kim, 2012; MacIntosh & Doherty, 2010). One of the groups of best practices includes Pfeffer and Veiga's (1999) most recognized set of best practices: attractive compensation and benefits, selective hiring, widespread training and development, effective communication and feedback, self-motivated workers, a satisfying performance appraisal program, and job security. MacIntosh and Doherty (2010) expressed these practices as high-performance work systems (HPWS). Scholars have acknowledged that the practices are intended to improve co-workers' competence, performance, and loyalty to the job. Pfeffer and Veiga's (1999) and Huselid's (1995) intent was to have the practices accepted worldwide as universal practices in the hospitality industry. Regardless of core arguments found in seminal studies, all researches concluded that the effective retention of skillful employees contributes greatly to organizational competitive advantage, a conviction shared by most HR professionals, as well (Altarawneh et al., 2010; Yongbeom, 2013).



Walker et al. (2013) identified practices that were not only impacting employee turnover rates but also pose a significant challenge for hoteliers and HR professionals in dealing with issues involving employee dissatisfaction. The issues include poor performance appraisal systems, no opportunities for career development, ineffective recruitment and selection procedures, discrimination in the workplace, lack of training and developmental opportunities, stress and burnout, and job dissatisfaction (Aguiar do Monte, 2012; Bernerth, Feild, & Short, 2013; Childs & Stoeber, 2012; Jung, Yoon, & Kim, 2012; Lewis, 2014). Altarawneh et al. (2010) mentioned the only appropriate solution for hotel managers and HR professionals in addressing each issue was to implement innovative approaches that meet the needs of employees while mitigating employee turnover intentions. Without attractive incentives in place to retain talented employees, hotel managers can expect a lack of motivation, low productivity, and absenteeism (Lewis, 2014).

Bartol, Liu, Zeng and Wu (2009) suggested mitigating employee turnover intentions congruent with arguments from social exchange theory generally serves as the hypothetical basis for this research. According to the author, social exchange theory was built on a history of open-ended exchanges between employers and their employees (Bartol et al., 2009). Social exchange theory underscores the basis for reciprocity and theorizes that social exchanges suggest unnamed commitments through which an individual who obtains satisfactory behavior from others are incline towards returning the courtesy (Bartol et al., 2009).

Ma and Qu (2011) described social exchange as charitable actions performed by persons who are driven by the benefits expected for their efforts. Social exchange creates an anticipation for some form of upcoming return based on contributions, however, dissimilar to economic exchange, the precise nature of that return was undetermined. Additionally, social

exchange does not transpire based on a tradeoff or premeditated basis, but grounded on a person's trust that parties on the other side of the exchange will honestly complete their commitments in due course (Ma et al., 2011). Hoteliers using social exchange methods anticipate a longstanding affiliation with workers and demonstrate care for workers' welfare, opportunities for personal growth, and assume the exchange reciprocal. Based on the social exchange standpoint, a worker who was perceived to be respected and treated fairly was further likely to participate in organizational citizenship behaviors (OCB) that results in their dedication and commitment towards organizational objectives (Cho & Johansson, 2008; Ma et al., 2011).

### **Business Problem**

The hotel industry has been plagued with an increasingly high turnover rate for the last two decades (Firth, Mellor, & Moore, 2007; Yongbeom, 2013). Despite consequences of high turnover, the industry frequently overlooked the situation because the monetary value of turnover was not as apparent as the damage to a broken computer or office chair would be (Tracey & Hinkin, 2008). Additionally, many hoteliers consider high turnover as, simply, an industry norm (Khilji & Wang, 2006; Yang & Fu, 2009).

The service industry operates in a very fast-paced environment, wherein, the turnover rate was so high, new replacements must often fill vacant positions without any formal training. Costs connected with pinpointing new staffs can amount to three times overall cost of losing qualified workers, making hoteliers more reluctant to formally training new staff because of the long-term risk of losing employees (Yongbeom, 2013). Furthermore, short-term financial pressures often force managers to seek quick, alternate solutions for raising profits and attracting guests to their hotel (Buzeti, Klun, & Stare, 2016; Yongbeom, 2013).

Dysvik and Kuvaas (2008) stated employees who feel their talents were being wasted and not enhanced through their current employer would eventually leave. According to some scholars, even after more than a decade Pfeffer and Veiga's (1999) universally accepted practices for lowering the employee turnover rate in a systematic and consistent fashion remains rare for organizations in the hotel industry (Buzeti et al., 2016; Chatterjee, Pearson, & Liu, 2013; Gurkov, Zelenova, & Saidov, 2012; Horwitz, 2011). Despite highly recommended practices for retaining talented employees existing for several years, hoteliers are still facing a difficult challenge in implementing innovative practices capable of retaining top performers within their hotels (Buzeti et al., 2016; Jung et al., 2012; Kim, 2014; Wen & Liu, 2015). Top performers are those who truly embrace the hotel's vision and brand identity, thereby, placing their own individual tone and vibe on that cultural brand identity and embody it in their interactions with customers daily (Horizon Hospitality, 2016). Top performers are engaged and seek opportunities to reduce expenses while keeping customers happy. Any loss of top performers increases the danger of delivering sustainable and highly reputable guests service experiences. Such an occurrence could potentially generate decrease organizational image and customer loyalty among guests (Brown, Thomas, & Bosselman, 2015; Dusek et al., 2014, Horizon Hospitality, 2016).

The leading assumption was that creative policies and procedures were not strategically put in place to help mitigate turnover intentions and employers seem to lack the creativity and time required to solve this growing issue (Campbell & Goritz, 2014; Chand, 2010; Tariq & Riaz, 2013). Campbell and Goritz (2014) suggest hotel managers need to see the competitive advantage behind investing the required amount of time and resources in

training and developing human capital, which will eventually increase their bottom-line and keep many top performers from leaving their organization.

Shukla, Srinivasan, and Chaurasia (2013) found the gap between well-established HR policies for mitigating employee turnover intentions and proper implementation of the policies into an organization's culture were resulting in poor performance, job dissatisfaction, poor customer service, and increased turnover intentions. Altarawneh et al. (2010) suggested the issues provide an opportunity for current scholars to explore alternatives to current HR practices that facilitate mitigating employee turnover intentions. Aguiar do Monte (2012) stated the type of measures used a decade ago to ensure personnel receive a proper introduction into an organization may no longer be effective in today's workplaces. Scholars and practitioners acknowledge the need for innovative HR strategies that meet current needs of employees working in the 21<sup>st</sup> century and that are capable of alleviating employee turnover intentions among all levels of non-managerial employees working within the hotel industry (Brown et al., 2015; Dyaram, & Ziegler, 2015; Horizon Hospitality, 2016; Jordan & Battaglio, 2014; Lewis, 2014; Walker et al., 2013).

### **Research Purpose**

Dusek et al. (2014) and Yang, Wan, and Fu (2012) noted the reasons for the high turnover rate affecting non-managerial fulltime employees working in the hotel industry were the absence of proper training programs due to increased training cost, inadequate career advancement opportunities, lower income, and no formal evaluation structure or job protection. Horwitz (2011) and Jang and George (2012) suggested teaching hotel managers about the positive return that could be reaped by using Strategic Human Resource Management (SHRM), which would also help mitigate the high rate of turnover. The

objective of the study was the determination of any existing relationship between employees' turnover intentions and four other variables: (a) employee training and developmental programs, (b) performance appraisal systems, (c) compensation and benefits, and (d) supervisory communications. Leaders across other service industries might also be able to use insight and knowledge from this study to strategize more effective options for implementing HR practices, which should also lead to attracting and retaining their talented employees (Strojilova & Rafferty, 2013; Tongchaiprasita, & Ariyabuddhiphongs, 2016; Yang et al., 2012).

### **Research Questions**

To implement effective HRM practices that can mitigate further employee turnover intentions, a thorough investigation of the issues impacting the increasing turnover rate in the hotel industry must be conducted (Dusek et al., 2008; Walker et al., 2013). Turnover is an employee behavior and is caused by a single or several instances that result in the worker leaving an organization voluntarily or unwillingly. The research questions below are aimed towards bringing alertness to the causes and effects of four HR practices (training and development, performance appraisal systems, compensation and benefits, and supervisory communications) and their influence over employee turnover intentions. By ensuring hoteliers and HR practitioners identify the issues influencing turnover intentions and can act accordingly to mitigate its impact, turnover may be reduced or controlled.

The following research questions are aimed towards evaluating the following four independent variables: training and development, performance appraisal, compensation and benefits, and supervisory communications and their effect on the dependent variable, employees' turnover intentions.

## **Independent Variables Research Questions**

Research Question 1: What is the relationship between formal training and developmental systems and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

Research Question 2: What is the relationship between performance appraisal systems and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

Research Question 3: What is the relationship between compensation and benefits and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

Research Question 4: What is the relationship between supervisory communications and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

## **Dependent Variable (Employee Turnover Intentions) Research Question**

Research Question 5: What is the relationship between human resource management practices and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

## **Rationale**

Many researchers acknowledged the relevance of hiring, training, and supervising employees to increase organizational competitiveness as a critical process for remaining successful in the hotel sector. Khilji and Wang (2006) and Chen and Wallace (2011) argued HR professionals and top executives frequently fail at implementing HR practices. Several scholars have noted the existence of a widening gap between effective HRM policies and practices, with that gap often resulting in workers' displeasure and turnover, which further

highlights the need for additional research to identify innovative solutions for mitigating employee turnover intentions (Altarawneh et al., 2010; Gratton, & Truss, 2003; Yang & Fu, 2009).

In addition, Altarawneh et al. (2010) suggested considerable and recurrent attention must be given to the review of several key HR practices affecting employee turnover intentions in the hotel industry; specifically, remuneration, performance appraisal, and training and development. Outcomes from further research could be used as a basis for strategic improvement to HR practices and the mitigation of additional turnover intentions. In a study on employee turnover intentions, Kumar and Eng (2012) only included people situated in the Penang hotel sector of Malaysia. According to the authors, if the study is replicated to cover locations in other areas, then, outcomes could help provide a more precise picture of the impacts of HR practices on turnover intentions. Kumar et al. (2012) added that because so many other variables exist that can affect employee turnover, additional studies of this nature could add other important independent variables.

The issue regarding lack of effective HR practices to curtail employees' turnover intentions was not associated with foreign nations only (Dusek et al., 2014). Based on research conducted by Dusek et al. (2014) and Santhanam et al. (2015) about HR practices influencing employee turnover intentions in the American hotel industry, the issue has been a growing concern for U.S. hoteliers for more than a decade. The authors assert that the need for additional investigation to pinpoint strategic solutions for mitigating further employee turnover intentions is more paramount today than ever before. Hinkin, Holtom, and Liu (2012) stated that reported turnover rates in the U.S. hotel industry had witnessed rising figures from 31% (Deloitte, 2010) to 43% (CHA International, 2013) to 59%. Dusek et al.

(2014) mentioned that the high rates of turnover are almost twice the average rate of all other industries. Several authors within the U.S. revealed that several of the leading HR practices influencing the high turnover rate in the hotel industry pertain primarily to lack of training and development, limited career growth opportunities, no performance appraisal and dissatisfaction with pay and benefits (Nivethitha, Dyaram, & Kamalanabhan, 2014; Ozolina-Ozola, 2014; Santhanam et al., 2015). According to Santhanam et al. (2015) and Tongchaiprasit and Ariyabuddhiphongs (2016), increasing research around effective HRM practices will greatly benefit hoteliers in identifying barriers that help reduce the increasingly high turnover rate impacting customer satisfaction and their loyalty to the organization in the hotel sector.

### **Nature of the Study and Theoretical Framework**

The study analyzed how HRM practices can influence employee turnover intentions (see Figure 1). The study focused on exploring the association between turnover intention (dependent variable) and formal training systems, performance appraisal, supervisory communications, and compensation benefits (independent variables).



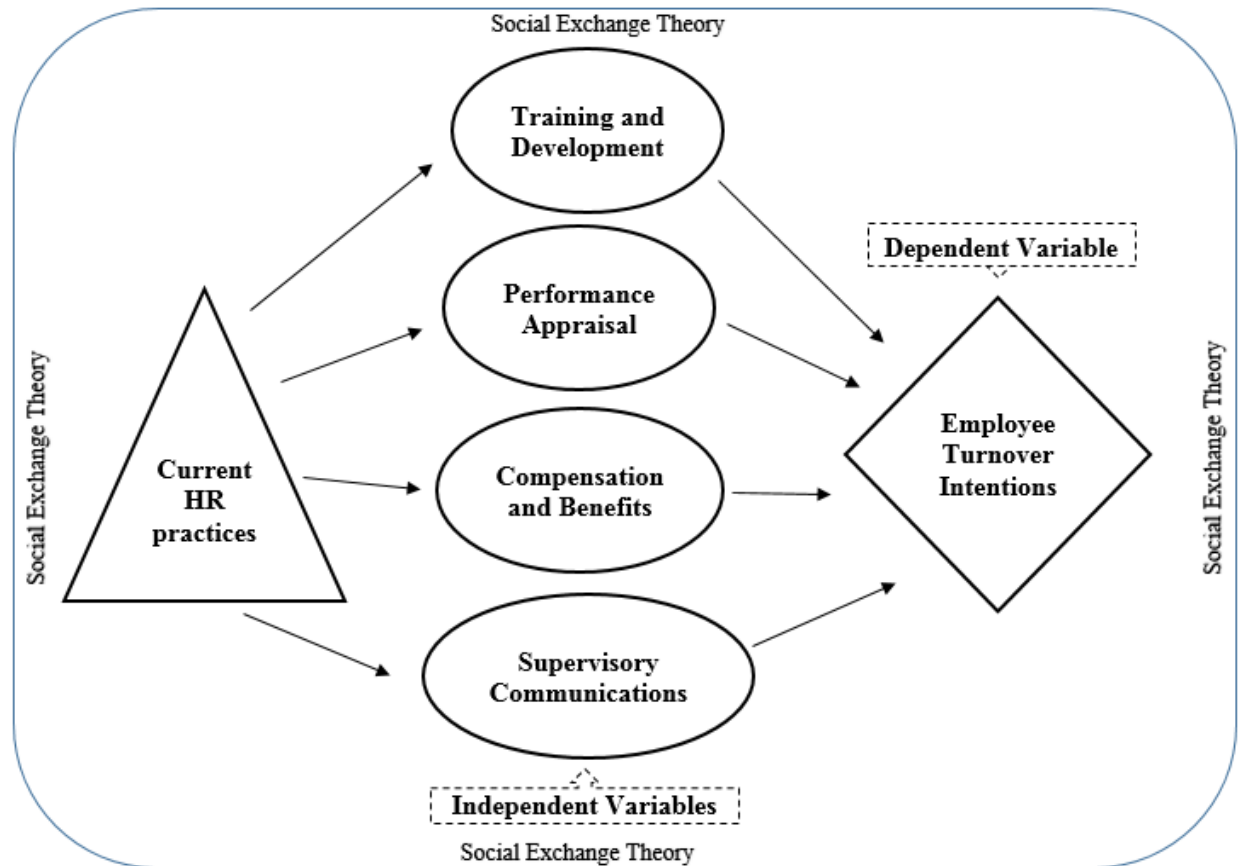


Figure1. The effect of HRM practices on employees’ turnover intentions. Adapted from “The Impact of Human Resource Management Practices on Employees’ Turnover Intention: A Conceptual Model” by M.A. Ajagbe, C. S. Long, and P. Perumal, 2012, *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), p. 636. Copyright 2012 by the Institute of Interdisciplinary Business Research. Adapted with permission. This theoretical framework was assessed by means of Spearman’s rank correlation and Chi-Square Tests analysis (Corder, & Foreman, 2014; Chock, 2010; Stattrek, 2016).

This research was based primarily on the theory of social exchange. Social exchange theory suggests a mutual commitment occurs among two persons affiliated with each other (Watty-Benjamin et al., 2014; Ma et al., 2011). Lavelle, McMahan, and Harris (2009) examined relationships between higher stages of social exchange and diminished workplace turnover, tardiness, absenteeism, and workers’ behaviors. Social exchange theory serves as a valuable method for interpreting relationships in the workplace because it clearly defines

interpersonal relationships and social collaborations through which organizational objectives are achieved (Huselid, 1995; Lam, Chen, & Takeuchi, 2009).

Moreover, behavioral theory can serve as a relatively accurate predictor for actual turnover, in that behavioral intention is closely linked to actual turnover (AlBattat & Som, 2013; Chiu & Francesco, 2003). Chiu et al. (2003) also proposed behavioral intentions could provide a more realistic justification of the actual turnover and an accurate indicator of workers' reactions toward turnover.

### **Significance**

The significance of hiring new recruits, providing proper training and development, performance appraisal, effective supervisory communications, and the management of all HR functions to enhance the competitiveness of organizational performance are essential factors for guaranteed success in the hotel industry (Jordan & Battaglio, 2014; Ubeda-Garcia, Marco-Lajara, Sabater-Sempere, & Garcia-Lillo, 2013). Any failure in retaining the most qualified employees within this sector can create significant financial, social, and emotional loss to the business and create a set back towards helping to shape a competitive future for the organization (Rasmi et al., 2012). Consequences of losing talented employees affects both the organization's overall performance and the job dissatisfaction of the workers who must perform additional duties generally performed by lost employees (Aguiar do Monte, 2012; Jordan & Battaglio, 2014; Rasmi et al., 2012; Shaw, 2011; Shukla, 2013; Tracey & Hinkin, 2008).

The monetary value for replacing and hiring new employees is approximately over 60% of an employee's yearly income (Lewis, 2014; Shaw, 2011). Additionally, high replacement costs, as well as the quality of training and reduced productivity, can range

between 89% and 190% of a worker's annual salary (Shaw, 2011). Further, other deficiencies associated with involuntarily turnover include: the task of recruiting and training new talent, the decrease in efficiency during the new employee ramp up period, and the increase in work stress for employees who assume additional duties during the transition (Kacmar, Rooy, Cerrone, Steilberg, & Andrews, 2006). Several scholars contended that the alarming rate at which employees are leaving the hotel industry, when compared to workers in utility and pharmaceutical industries, for example, necessitates immediate attention for a focused strategy geared towards mitigating the high turnover rate (Horwitz, 2011). As such, this research focused on using the four variables of training and development, performance appraisal, supervisory communications, and compensation and benefit packages, to identify alternate methods for implementing several recommended HR practices for lowering the high turnover rate facing the hotel industry (Jung, & Yoon, 2015; Mendelson, Turner, & Barling, 2011; Strojilova & Rafferty, 2013).

### **Definition of Terms**

*Organizational Citizenship Behavior:* Organizational Citizenship behavior is defined as an impromptu action that is not satisfied or recognized based on a structured reward practice but is beneficial for efficient operations within the organization (Organ, 1988).

*Turnover intention:* An employee's turnover intention is the conscious and deliberate willingness to locate different working opportunities with other employers over the next twelve months (Chang, Wang, & Huang, 2013; Medina, 2012).

*Training and development:* Actions that prepare a workforce with desirable qualities necessary to perform efficient during their present work (Islam & Siengthai, 2010; Long et al., 2012).

*Performance appraisal:* An organized arrangement of periodically assessing and evaluating a worker's or workforce work performance and returning constructive criticism (Islam & Siengthai, 2010).

*Compensation and Benefits:* All financial outflows and services used in place of monetary inducements to induce workers (Islam et al., 2010).

*Supervisory Communications:* Constructive informational feedback between non-managerial employees and their supervisors' that facilitates employees' skill development (Kim, 2012).

*Hotel employees:* Fulltime Non-managerial employees working in all departments across the hotel industry (Ozolina-Ozola, 2014).

### **Assumptions and Limitations**

#### **Assumptions**

The study was important and applicable to both scholars and HR professionals because it explores the increasing employee turnover phenomenon impacting the hotel industry and suggests strategic HR practices to mitigate further turnover intentions. Neither intentional error, nor any form of bias, was introduced in the study. The study was conducted in a manner to reduce risks and ensure creditability of the results. The researcher also presumed respondents' answers were honest and objective. Confidentiality, privacy, and the security of data was maintained and the study was conducted in an ethical manner.

#### **Limitations**

A key limitation in this research was that the survey size was limited to two specific geographical locations, which limited the transferability of outcomes of the targeted populations to other areas. Another limitation was the potential for a low response rate, which

might fall below the recommended 250 suggested by other studies to reflect an accurate representation of the targeted areas under investigation. Time constraints in collecting the required data needed to produce a thorough analysis of the survey areas may also become an issue. Another limitation was that the analysis of the research questions was limited to only fulltime non-managerial employees working in the Nevada and New York hotel sectors.

### **Organization for Remainder of Study**

Chapter 2 establishes the theoretical framework for this study and presents seminal authors, as well as relevant and current research about training and development, performance appraisal systems, effective supervisory communications and compensation benefits, employees' turnover intentions, and HR practices across the hotel sector. Chapter 2 also includes a review of the theory of social exchange, which serves as the hypothetical basis for this research. Chapter 3 presents the research design and ethical considerations and chapter four discusses the outcome of the research. The research concludes with chapter five, where the researcher discusses results, limitations, and recommendations for additional study.

## CHAPTER 2. LITERATURE REVIEW

### Introduction

Human Resources Management (HRM) is known as a management field that can bring about considerable contributions to organizations (Friedman, 2007). Several scholars have acknowledged that HRM plays a vital role in hotel organizations. HRM is heavily concerned with ensuring the HR practices implemented within the organization are not only aligned strategically with the primary aims and organizational objectives but meet employees' necessities and mitigate any intentions of leaving the organization (Altarawneh et al., 2010; Yang, 2008). Chapter 2, therefore, outlined research that aims to explore the turnover phenomenon in the hotel industry and the impact HRM practices had on employee turnover intentions.

The study was organized into seven major sections. First, chapter 2 commences with the exploration of the adoption of HRM practices in the hotel sector since its implementation in personnel management during the manufacturing age. The second part provides an investigation of the influence of HRM practices on workers' turnover intentions since its implementation in HRM. The third section offers a detailed explanation of employee turnover intentions followed by an in-depth investigation on the influence of the four primary factors under instigation in this study's impact on employee turnover intentions. As the upsurge of unmet expectations continues to influence the retention of especially newcomers in the hotel sector, the fourth section explores challenges facing hoteliers in retaining newcomers in the industry and provides scholastic recommendations for minimizing the occurrence. Part five shifted its emphasis primarily from the various HRM practices impacting employees' turnover intentions and refocused its attention on how hoteliers' leadership styles can greatly impact

employees' performance and turnover intentions in the hotel industry. Part six presented several approaches to mitigating turnover intentions while part seven describes the theories impacting employees' turnover intentions. The final section describes several other recommended HRM practices proposed for motivating employees and minimizing additional turnover among employees, followed by synopses of the section's content.

### **Implementation of HRM Practices in the Hotel Industry**

Worsfold (1999) mentioned in his study that HRM began to take root during the manufacturing age. During this period, employees' management in the hotel sector encountered a deprived image. Based on his survey of small and large size hotels, Worsfold (1999) mentioned that the management of personnel in small hotels was found at the bottom in no order. The primary purpose of employees' management then, focused mainly on recruitment and selection. In higher-class hotels, the conditions were marginally improved, but substantial latitude was allowed for better erudite practices. The outcomes were not dissimilar to other researches focusing on small industrial and service enterprises (Lucas, 1995). In earlier studies of personnel practices in smaller organizations, for example, marketing, accounting, finance, and production all took priority over the management of personnel (Hornsby & Kuratko, 1990; McEvoy, 1984). It was not until 1994 after conducting a study on hotels in the United Kingdom that Price (1994) confirmed a positive and significant relationship between hotel size and the existence of HRM practices in the hotel industry. Most organizations hiring over 30 employees incorporate formal written agreements, corrective practices, and equal advancement opportunities. Price (1994) observed various examples of good HR practices were identified among comparatively large hotel owners and the hoteliers were undoubtedly refining their HR practices in addition to other developments.

HRM practices inside smaller hotels, however, were still relatively unstructured with several hoteliers acknowledging evading the necessity for more official practices based on their already caring nurture for employees (Worsfold, 1999).

Since then, several scholars and practitioners acknowledged HR practices have significantly influenced effective organizational performance and the mitigation of employee turnover intentions in the hotel industry (Altarawneh et al., 2010; Becker & Huselid, 2006; Forget, 2015; Kim, 2014; People 1<sup>st</sup>, 2015). Other researchers' have identified a significantly positive relationship between practices allied with administrative success, for example, customer satisfaction, and increased organizational productivity with factors impacting HRM practices and employee turnover intentions. Some scholars have even applied the use of multiple theories to determine possible connections between human capital and organizational success, to explain what kind of overarching effect HR practices in the hotel industry can have on either increasing or stagnating employee turnover intentions (Abdullah, Isa, Arshad, Hamzah, & Hashim, 2013; Huselid, 1995; Nieves, & Quintana, 2016). In contrast, Watty-Benjamin et al. (2014) stated that increased work load, longer working hours without pay, lower motivation because of a loss of top performers, and absenteeism, all negatively impacted the integration of poorly developed practices of HR and its influence on employees' turnover intentions.

Review of the literature showed that multiple researchers believe hoteliers who implemented innovative HR practices to meet the challenges of their working environment were more likely to retain the most talented workers and reduce turnover rate (Altarawneh et al., 2010; Kim, 2014; Shahnawaz & Goswami, 2011; Watty-Benjamin et al., 2014).

Significant HR practices implemented over the past decade in many small and large size



hotels across the U.S. hotel industry included recognition and award programs for outstanding performance and providing at least limited day-care services for employees. In addition, with the advancement of technology, hotel owners could now provide employees with the option of learning new skills on their own time with the use of training apps that can be accessible on any smart phones, tablets and other electronic devices (Ueland, 2011). Some U.S. hoteliers had even made extensive efforts to employ well-qualified and innovative employees, to include integrating HR practices that persuade employees to commit themselves to their organization and its overall objectives. Despite the efforts, however, numerous hotel owners acknowledged that the difficulty of retaining talented employees in the 21<sup>st</sup> century was still challenging (Kim, 2014; Yang, 2008).

Cheng and Brown (1998) focused on HR professionals' perceptions of managing employee turnover in a mixture of top and middle-class hotels in Singapore and Australia. The chief argument of the research was that key HR functions could be innovatively implemented within organizations to reduce employee turnover. An interview-based case study was used to analyze and summarize the HR programs influencing employee turnover intentions in Singaporean and Australian hotels. The study comprised six medium to large syndicate, multinational chain, and individual hotels from each country. A sample size of 12 non-managerial hotel employees from each hotel, however, was the typical target for a qualitative study of this nature (Altarawneh et al., 2010; Ribeiro & Semedo, 2014; Thwala, Ajagbe, Choi, Bilau, & Enegbuma, 2012). A sample group representing 12 personnel was recognized as being suitable for providing clear insight into the intricate operations, culture, and character of the hotel industry. The researcher chose the population for the study primarily because of hotel ratings and sizes, which all had a minimum 250 rooms and no less

than four-star ratings. A total of six hotels were selected, however, because of hotel accessibility. Chen and Popovich (1998) stated in their findings that even though hotels in Singapore were relatively bigger in both size and workforce in comparison to Australian hotels, HR practices implemented in both cultures were essentially alike. Due to the diverse economy in both industries, however, fundamental dissimilarities existed regarding the priorities and significance placed on HR practices that governed and reduced turnover. The analysis revealed a distinct convergence regarding the minimization of employee turnover chiefly by the practices of recruitment, introduction, and training. This occurred notwithstanding vital economic, labor, and social differences between Australia and Singapore. Based on their findings, the authors noted that hotels in Singapore were more aggressive in taking the initiative over their Australian rivals in integrating effective HR policies to alleviate further turnover intentions, despite a more advanced and well-developed HR profile in Australia (Chen et al., 1998).

Jung et al. (2012) revealed that the integration of effective HR practices in today's complex and diversified hotel industry was essential. This implementation had an immediate and substantial impact on employees' turnover intentions. The scholars urged hoteliers and HR Professionals to provide their employees with creative HR practices that would stimulate them to provide that level of personnel services that had the potential of increasing customer satisfaction and sustaining a competitive edge for the organization. Satisfied guests more than likely will have a desire to return to the same hotel in the future and make it the primary hotel of choice each time the customer travels (Chow, Lo, Sha, & Hong, 2006; Jung et al., 2012). The process was reciprocal for employees. Employees must feel as if the implemented HR practices are contributing to their personal need and career development and in return will be

more motivated to perform efficiently and work collectively toward the organizations' overall objectives (Kim, O'Neill, & Cho, 2010).

The practices influencing employee turnover intentions across the hotel sector has become a distinctive feature of the hotel sector today (Lewis, 2014). The next section of the study explores how HR practices that have been implemented into the hotel sector since the development of the manufacturing age have been influencing employees' turnover intentions.

### **Relationship between Human Resources Management Practices and Turnover Intention**

Scholars in the field of HR theorized that the level of customer service offered to guests was predominantly obtained through employees (Cho, Johanson, & Guchait, 2009; Maroudas, Kyriakidou, & Vacharis, 2008; Tariq, Ramzan, & Riaz, 2013; Yew, 2013). Employees symbolized the hotel industry (Cho et al., 2009). Human Resources Management (HRM) contributed considerably in ensuring policies and practices executed by the HR Department were focused on retaining talented employees and lowering the turnover rate within the organization (Friedman, 2007). Ribeiro and Semedo (2014) added HRM had become relevant to the hotel industry, because it relates to attitudes, perceptions, and behaviors of hotel employees.

Several scholars have noted that the cumulative employee turnover rate impacting the hotel industry over the past two decades was a developing issue requiring earnest deliberation (Dusek et al., 2014; Watty-Benjamin et al., 2014). In one study, Altarawneh et al. (2010) used a self-administrated questionnaire to collect data from 250 hotel employees for analysis. Based on their findings, Altarawneh et al. (2010) stated that the type of practices governing the workplace had a substantial influence on employee turnover intentions. Furthermore, the authors exploration of the turnover phenomenon impacting the Jordanian hotel industry,

revealed international hotels not only use their resources to offer attractive incentives, but several local hoteliers were faced with losing their top performers to five-star hotels granting more attractive incentives within the vicinity. The outcomes represented only 7% of the authors findings regarding the issues facing local hoteliers in losing their most qualified employees to the competition. Additionally, Altarawneh et al. (2010) revealed over 50% of respondents had high intentions of vacating the hotel sector in less than six months; however, no correlation existed among participants age and their intentions to voluntarily vacate their current employer soon. The authors suggested compensation benefits, such as rewards for a job well done, annual bonuses, increased salaries based on job performance, increased responsibilities, career advancement, and frequent performance appraisal evaluations, may have served as vital mechanisms for retaining valuable employees in the past in hotels being evaluated (Altarawneh et al., 2010).

Despite the fluctuating economy, the authors analysis of the practices impacting employees' decision to voluntary vacate their hotel jobs for better opportunities elsewhere, suggested that the effective integration of HR practices in the hotel sector can facilitate the retention of top performers and significantly provide hoteliers with a competitive edge even during challenging economic conditions. Altarawneh et al. (2010) noted that HR services were inseparable to quality customer service in the hotel industry. The primary solution for maintaining a high reputation for exceptional customer service is by improving the personnel practices of the hotel employees as an incentive for giving their best performance to the guests daily (Altarawneh et al., 2010). Yongbeom (2013) highlighted the significance of voluntary turnover in HRM debate by suggesting HRM policies that were innovatively put in place to mitigate turnover can occur in significant profit-making enhancements for organizations.

Several HR practices implemented in the hotel industry had been recognized as high performing practices capable of lowering the increasingly high employee turnover rate (Luna-Arocas et al., 2008; MacIntosh et al., 2008). Yongbeom (2013) and Altarawneh et al. (2010) acknowledged that the issue of lowering the turnover rate in the hotel industry was still a growing concern for hoteliers today. Several of the concerns included:

- recruitment and selection procedures (Walker et al., 2013),
- training and developmental opportunities (Johnson, Garrison, Hernez-Broome, Fleenor, & Steed, 2012; Lewis, 2014),
- poorly perceived management styles (Limbare, 2012; Zia, & Syed, 2013),
- lack of organizational commitment to human capital development (Campbell & Göritz, 2014; Uçanok & Karabat, 2013),
- stress and burnout (Childs, & Stoeber, 2012; Jung, Yoon, & Kim, 2012), and
- job dissatisfaction (Aguar do Monte, 2012).

Altarawneh et al. (2010) classified the other predicament affecting the high turnover rate in the Jordanian hotel sector as direct and indirect costs. Direct costs were fundamentally financial concerns that comprise personnel costs because of augmented recruiting and training expenses for new recruits. The indirect penalties associated with turnover involve efficiency losses based on the unusualness of the work environment, unsatisfactory guests' services because of inadequate workforce, ineffective ideals and less drive to perform due to the continual departure of coworkers, which was intrinsically detrimental to the organization's overall image (Batt, & Colvin, 2011; Strojilova, & Rafferty, 2013). Strojilova et al. (2013) stated that since distinct hotels witness varying levels of employee turnover, turnover was partially within management control, which advocate turnover was controllable through realistic HRM practices. Altarawneh et al. (2010) concluded, therefore, that the only

appropriate solution for hoteliers and HR practitioners' in addressing the turnover phenomenon was to devise innovative strategies that meet the needs of their employees while mitigating their turnover intentions. Without attractive incentives in place to retain top performers who gives towards the success of organizational objectives, hoteliers can expect decreased employee morale, absenteeism and inferior work performance (Altarawneh et al., 2010; Lewis, 2014).

### **Factors Influencing Employee Turnover Intentions**

Before exploring the factors affecting employee turnover intentions, it is central to establish a systematic and precise interpretation of what constitutes employee turnover intentions across the hotel sector. Employee turnover intentions also serve as the dependent variable in this research. A detailed review of the four factors impacting employees' turnover intentions follows the analysis of the dependent variable.

### **Employee Turnover Intentions**

Scholars used turnover as an organizational performance indicator from as far back as the initial study of March and Simon (1958). Many current hotel managers were fearful that workers with the most expertise and capabilities would most likely be the first ones to leave the organization. Employees remaining behind were those who were less skillful and less likely to find more suitable employment elsewhere (DeMilleret, 2013; Selvarajan, 2013; Tanova & Holtom, 2008). The resulting effect was a reduction in workplace morale by several of the workers who chose to remain with an organization and perform the additional responsibilities normally conducted by the departed employees. Employees who remain behind, generally, lose motivation because of the vacuum created from losing a superior coworker; a coworker held with very high esteem and no longer a part of the working

environment. To avoid the predicament, Tanova and Holtom (2008) stressed the importance for HR professionals to first identify from early the circumstances under which workers willingly vacate their place of employment, and then to implement strategic mechanisms for preventing the situation from occurring.

Hemdi and Mohd (2008) defined turnover as the termination of an employee's affiliation with an organization, after receiving financial compensation for association with that organization. Abeysekera (2006) and Yang (2008) indicated in their study, one of the issues surrounding the turnover phenomenon was involuntary turnover indicators were exceedingly challenging to identify. By the time hoteliers were aware of the problem it was too late to successfully reduce the increase turnover rate of well-qualified employees.

Voluntary turnover intentions represented the dominant measure in several studies associated with turnover because researchers firmly linked such intentions to actual turnover. In fact, multiple authors showed that turnover intentions were the leading and most direct assumption for voluntary turnover (AlBattat & Som, 2013; Altarawneh et al., 2010; Hemdi & Mohd, 2008; Robinson & Beesley, 2010). According to Steel and Ovalle (1984), intentions served as a stronger predictor of turnover, rather than behaviors such as commitment to the organization or workplace satisfaction. Thus, Chang et al. (2013) referred to the turnover phenomenon as a well-considered and conscious inclination to vacate an organization.

Yang (2008) directed a body of research aimed to link turnover intentions with socialization by explicitly focusing on whether turnover intentions generally surfaced because of co-workers' perceptions regarding workplace satisfaction and personal dedication or due to the type of incentives offered by an organization. Yang's (2008) use of the regression models resulted in two chief outcomes: (a) the level of dedication to the hotel working environment

greatly influenced employee turnover intentions and (b) level of job satisfaction sent a powerful message about the measures necessary for ensuring personal commitment and dedication to the hotel. Yang's (2008) quantitative study consisted of 428 respondents comprising 61 multinational hotels found in the Taiwan tourism industry. The targeted area, Taipei City, was home to over two million people. Over 1,380 questionnaires were distributed occurring in a 37% (503) response rate. A review of all responses found 75 incomplete questionnaires, resulting in only 428 appropriate for conducting the study. Based on his finding, the author concluded that the reason for turnover was frequently due to ineffective HR choices and the unfulfilled anticipations of new recruits. Yang (2008) identified three significant outcomes supplementing previous research. First, emotional obligations play a significant part in employees' turnover intentions. Second, workplace fulfilment was recognized as a vital means of ensuring a competitive edge, impacting greatly an emotional devotion to the organization. Third, persistent devotion did not considerably impact employees' turnover intentions; this suggests the hotel sector should create other methods beside emotional commitment for reducing turnover intentions (Yang, 2008).

Yang et al. (2009) conducted another study exploring the various administrative concerns of the Taiwan hotel industry as it pertains to HRM. The authors specified in their qualitative research most of the hotels studied primarily focused on addressing the daily operating challenges, for example, unavailability of experienced workers and increased turnover. Although a majority identified the challenges as substantial and somewhat perplexing, hoteliers considered the issues as a normal lifestyle for employees in hotel sector. Due to the limited cost and time constraints for conducting the study, the researchers had to deal with the challenges of an inability to contact all targeted Taiwan hotels. The qualitative



study consisted mainly of a comprehensive interview methodology. The nature of the research was descriptive and exploratory (Creswell, 2003), forming statistics that were not feasible to achieve using printed surveys and questionnaires. The final sample chosen for analysis consisted of 14 of the 28 hotels, representing a 30.43% rate. The scholars determined the existing and developing matters affecting the hotel sector in Taiwan mandates a strategic and more innovative approach by HR professionals than the former traditional practices for reducing employee turnover intentions. The advanced approaches ensure a sustained competitive advantage for hoteliers in the Taiwan and neighboring hotel industries. Nonetheless, the improvements undoubtedly necessitated a substantial change regarding the caliber of reasoning required at the managerial level concerning HRM practices (Yang et al, 2009).

Dusek et al. (2014) conducted an exploratory study that investigated how employees' role in the hotel sector affected turnover intentions. The authors applied the partial least-squares (PLS) method based on 63 replies from workers working in the U.S. hotel sector. Workplace orientation represented 30% inconsistency in worker's intention to vacate either their job position or leave the hotel sector completely. The research data were collected through Qualtrics. Qualtrics represents a research base organization operating in the U.S. The organization gathers qualitative and quantitative data for research purposes. Respondents from the online research represented qualified survey takers from Qualtrics' certified participants. The authors used the bio data technique developed by McBride, Mendoza, and Carraher (1997) to assess workers' behavioral experiences of service interaction. The bio data measurement included 39 items that measured the seven scopes of apparent service interaction from the research. Dusek et al. (2014) next applied the PLS analysis using SmartPLS

statistical software. The software was a renowned statistical tool proficient in harnessing the intricacy and non-separation of the actual world used prior by Haenlein & Kaplan (2004). The findings indicated service interaction involves a significant and immediate association with turnover. The authors suggested service interaction ought to be part of service organizations hiring mechanism to facilitate the reduction of additional turnover and capitalize on hotel competencies for instance quality customer service. The authors concluded poor wages might lessen the attractiveness of hotel openings for future top performers in the hotel sector and limit a hotelier's capability for selecting qualified candidates during the hiring process. Top performers with high service interaction, however, should be ranked with a higher precedence whenever assessing new recruits (Dusek et al., 2014).

Several authors suggested that turnover issues must be handled prudently using innovative approaches focused primarily on HR issues (Ajagbe et al., 2012; DeMilleret, 2013; Jung et al., 2012). Multiple areas of concern for lowering turnover intentions included career developmental opportunities, group support (counseling, positive feedback, and management direct involvement), pleasant working environment, opportunities for internal promotion, performance appraisals, recognition for hard work, and organizational commitment. If managed appropriately, then the noted areas can facilitate the lowering of employee turnover intentions and help protect an organization from losing top performers (Luna-Arocas, 2008; Maier, 2012; McKnight, Phillips, & Hardgrave, 2009; Moynihan & Landuyt, 2008; Nieves & Quintana, 2016).

Ajagbe, Long, and Perumal (2012) postulated four focus areas of HR were paramount for retaining qualified employees and mitigating the growing turnover rate within the hotel industry. The four focus areas were: (a) employee compensation and benefits, (b) training and

development, (c) performance appraisal and (d) internal career opportunities (Abeysekera, 2006; DeMilleret, 2013; Jain, 2011; Jain, 2014; Khan, Mahmood, Ayoub, & Hussain 2011; Monks, 2012). If managed correctly, then the practices could provide a wealth of sustainable advantage for hoteliers and a competitive edge over rivals (Ajagbe, Long, & Perumal, 2012; Chang et al., 2013; Khan et al., 2011).

Kumar and Eng (2012) explained that although the turnover rate might fluctuate among businesses and across industries, huge alteration costs were frequently the results of a worker's choice to vacate his or her place of employment. Luu and Hattrup (2010) stated the monetary value associated with losing an employee was \$50,000. The author stated the costs associated with intentional and unintentional turnover of employees in American society amounts to roughly \$18 billion annually (Luu et al., 2010). The objective of the research was to test if a substantial association exists among organizational commitment and turnover intention. The sample size comprised 278 participants from senior executives to lower-level employees from hotels in Malaysia. Statistical analysis revealed a solid and negative association existed among commitment to the organization and turnover intention, meaning professed organizational commitment negatively affected employee turnover intentions and required immediate consideration. (Kumar & Eng, 2012). According to Güzel, Turkiye, Percin, Turkiye, and Tukelturk (2011) primary motive behind lack of commitment was because of unmet expectations since the time of accepting employment. Based on theory of social exchange, which explains a mutual relationship between employers and their employees (Ma & Qu, 2011), employees perceived certain expectations of the workplace upon entering employment. Whenever those expectations failed, individuals developed intentions of quitting the organization (Cho et al., 2009).

Hemdi and Mohd (2008) placed causes of turnover for hotel industry workers into three distinct groups: (a) poor wages, (b) improper or inadequate staffing practices, and (c) poor management, resulting in decreased employee morale. Workers unquestionably vacate workplace because of these causes. From a self-administered survey on 480 hotel employees working in six three-star hotels, Kumar and Eng (2012) explained how salary dissatisfaction, workplace dissatisfaction, negative working environment, and unmet workplace expectations were some of the primary factors connected to turnover intentions.

### **Compensation and Benefit**

Similar to other HR practices, Shahzad, Bashir, and Ramay (2008) maintained that an organization's employees aspire to receive the amount of compensation believed to be justifiable within their abilities and work experience. HR professionals, therefore, need to recognize that a worker's income plays a significant part in alleviating turnover. Wages generally provide employees with that source of revenue and recognition for contributing to the workplace. Employees' benefits and monetary remunerations comprised incentives such as wages, financial rewards, gratuities, overtime pay, vacation, appraisal systems, medical benefits, a balance work and family life, or flexible working hours (Ajagbe et al., 2012). Watty-Benjamin et al. (2014) stated monetary recognitions for work well done were significant dynamics for retaining and motivating coworkers. The findings were based on data received from 583 respondents from Hong Kong and 121 respondents from China. Watty-Benjamin et al. (2014) used a cross-sectional research of the Virgin Island's hotel industry to determine whether the HRM functions related to workers' organizational citizenship behavior (OCB) and intentions to vacate the organization. The authors performed a quantitative analysis to assess workers' opinions of the HRM practices in an organization.

Multivariate analysis revealed the subsequent demographics of location and gender categories. HR workforce and administrative-executive workforce positions were the other decisive dynamics in the relationship. The resident locations were associated with turnover intentions; gender and administrative-executive positions were linked to OCB, whereas HR staff members were connected to the HRM factors and worker skills configuration. Based on the outcomes from the multiple regression analysis, the authors specified that HRM functions did not predict OCB or turnover intentions (Watty-Benjamin et al., 2014).

Larkin, Pierce, and Gino (2012) noted performance pay plays a significant role in not only inspiring the employee receiving the compensation but moreover served as an innovative incentive to workers who appreciate receiving more pay for any extra work completed.

Larkin et al. (2012) posited during the early twentieth century several shoe manufacturers adopted the performance pay technique and shifted their policy from paying wages by the hour to paying wages based on each product made by the employee. The change encouraged employees to exert more effort, resulting in improved performance and a more motivated staff (Ho, Lee, & Wu, 2009). Even though the performance base strategy led to higher income for employees and increase profit for the organization, Larkin et al. (2013) recommended organizations initially adopt the process as a pilot program and then sustain the program after careful analysis proves profitable for the business and its workers.

Ajagbe et al. (2012) asserted performance-based incentives stimulate increased organizational performance and motivate employees. Larkin et al. (2013) added that a performance-based strategy had more possibilities than consequences. The authors agreed in addition to encouraging employees to perform more effectively, an attractive compensation plan had the potential for influencing new recruits who appreciate increased pay for longer

working hours (Ajagbe et al., 2012; Larkin et al., 2012; Watty-Benjamin et al., 2014). Ajagbe et al. (2012) and Larkin et al. (2012) confirmed compensation agreements based on performance might help differentiate top achievers from low performing employees. On the one hand, some organization profits whenever unproductive coworkers leave the organization. On the other hand, the same business could potentially undergo a few setbacks whenever highly creative and knowledgeable coworkers depart. According to the authors, performance-based contract was designed to facilitate employers to identify high performers and thus set in place attractive mechanisms for retaining high performers (Ajagbe et al., 2012; Larkin et al., 2012; Watty-Benjamin et al., 2014).

In another study, the largest car company in Taiwan transformed its salary system from a completely commission based salary to a mixture of both secured salary and a lesser rate of commission based salary (Ho, Lee, & Wu, 2009). Ho et al. (2009) found the modification decreased worker efficiency and compensation. Interestingly, the authors noted that of the 4,392 research participants the change affected primarily the highly skilled and dependable employees. As described by the theory of distributed justice, the authors observed that the lower inducement strategy appealed mainly to the lower performing employees and retained much fewer of the high performing employees (Ho et al., 2009).

In a study conducted by Schreurs, Guenter, Schumacher, Emmerik, and Notelaers (2013) on 134 organizations and over 22,600 employees from Belgium, the authors noticed an employee's income not only provided an instrumental and economic value, but served as a significant emotional-symbolic value throughout one's assessment of self-esteem. Compensation and benefits were important motivators for most employees (Guenter et al., 2013; Rynes, Gerhart, & Minette, 2004). In studies conducted by Williams, McDaniel, and

Nguyen (2006), Schreurs et al. (2013), and Blader and Tyler (2009), the authors stated coworkers who were content with a pay level generally exhibit a higher level of performance, lesser absenteeism, and more commitment to the job.

Williams et al. (2006) specified in his empirical research that employees become more satisfied with pay level when they perceived wages as being equal to an entitlement based on level of expertise and years of experience on the job. Employees generally based perceptions of fair wages on work performance and amount of tenure with the organization, in addition to the level of income coworkers with similar level of experience and work input were receiving. Any major deviation in pay levels between the two might create dissatisfaction and possible turnover intentions (Altarawneh et al., 2010; Hemdi, & Nasurdin, 2006; Husin, Chelladurai, & Musa, 2012; Williams et al., 2006). Hoteliers, therefore, must ensure compensation packages correlate with an employee's level of satisfaction. In addition, Williams et al. (2006) asserted some employees might be satisfied with accepting lower pay levels than counterparts for other non-financial benefits such as location, shorter commute, temporary work, an annual bonus, opportunities for pay increase with greater responsibilities, or promotional opportunities.

### **Training and Development**

Ameeq and Hanif (2013) emphasized that training serves as a vital element for affecting the profitability of an organization. The authors pointed out that the leading purpose behind training employees was the sustained improvement of skills and expertise to improve the organization's overall performance and bottom-line. In an empirical analysis on the connotation between providing the desired training required for developing employee skills and workplace satisfaction, Latif, Jan, and Shaheen (2013) focused on whether the training provided to employees improved the organization's overall effectiveness and employee

satisfaction level. Marketers and office staff in various occupations collected the data. Five hundred questionnaires were distributed and respondents returned 413. Only 317 copies were useful, resulting in a 63% response rate. The study used statistical software known as Statistical Package for the Social Sciences (SPSS) to examine the statistics produced by respondents. The research questions were examined with the use of the one-way ANOVA, independent sample T-tests, and regression and correlation analysis. The authors revealed that numerous aspects of job satisfaction had a major positive correlation with each other, therefore creating a substantial link between satisfaction of the all-inclusive worker developmental facet of job satisfaction and training and development. The scholars noted the importance for organizations to focus on providing employees with the capabilities, resources, and developmental tools essential for attaining increased job satisfaction and a foundation for competitive advantage, especially for the ever-evolving hotel industry. Whereas, most the study was focused on internal training programs and its influence on workplace satisfaction, the researchers highlighted additional studies need to focus on development of employee skills and effect on overall job satisfaction (Folami, Asare, Kwesiga, & Bline, 2014; Latif et al., 2013).

Ameeq et al. (2013) revealed in their study of 20 Canadian organizations that although the leading organizations delivered more structured training, none participated in any thorough assessment of the outcomes and a majority was arbitrary in forming training needs based on individual shortcomings, including a lack of evaluating training applications with job performance. In addition, Ameeq et al. (2013) indicated whenever organizations provided training, trainees were selected based on who organizations perceived would be mainly



successful after conducting training and not based on who most needed the training (normally referred to as the success ratio).

The intent of the research was to detect whether the training programs used by HR departments in the hotels in Lahore were helping workers to improve and perform their work more efficiently. The researcher conducted the study through a combination of interviews and questionnaires from 20 persons located in a single medium size hotel in Lahore. The authors confirmed in their findings the association between the variables (a) training and development and (b) employee performance was positive. In addition, the authors found employees who received proper training performed more effectively. Ameer et al. (2013) also stated training in the hotel sector was very important because most of the employees perform their responsibilities in face-to-face communication with hotel guests. The hotel environment necessitates training objectives that continuously improve employee skills and the satisfaction level of the hotel guests. The objectives were a mechanism for encouraging guests to return, making the hotel brand the first choice when traveling and ensuring an increase and sustained influx of new guests (Ameer et al., 2013).

Kennett (2013) mentioned training contributes significantly to an organization's success. According to the author, an organization's capability for learning faster in comparison to its rivals may serve as its only defensible competitive advantage. Latif et al. (2013) laid out a logical approach towards training as a method for reaching strategic goals. Latif et al. (2013) compared organizations dedicated to training in contrast to organizations less committed towards training and found training not only clearly influenced workplace performance but likewise helped in refining employees' capacity to deal with pressure at the workplace.

Lopez, Peon, and Ordas' (2005) seminal research on several Spanish businesses established organizational learning as a medium for high performance and business success. Clarke (2004), in his seminal work, contradicted the results, however, by stating the connotation between training and organizational performance was evident but not significant; yet no causal stipulation was established.

Latif et al. (2013) stated one of the key determinants of an effective training program was clear objectives. In explaining significance of training programs, Buckley and Caple (2004) clearly outlined undertakings an employee should generally be able to accomplish at the culmination of their training. Likewise, in emphasizing relevance of training objectives, Chang, Wang, and Huang (2013) referred to effective training as not only the *pillar* of employees' development and meeting organizational objectives, but also noted any lack of concrete objectives could spell major catastrophe for an organization. Latif et al. (2013) suggested organizational objectives help to bring about a clear motive for training sessions. The authors maintained highlighting the usefulness of training programs gave trainees a desire to acquire knowledge. Any training session should provide the basic knowledge of what was in it for the individual. In explaining the significant value objectives could deliver to the training program, Lopez et al. (2005) and Ameen et al. (2013) argued clear objectives not only facilitate in helping to prevent excessive or inadequate teaching but likewise aid in establishing a foundation for gauging efficiency of training regarding employees' knowledge, skills, and attitudes. In other words, clear training objectives facilitate in shielding training so that it does not go out of bounds.

Kennett (2013) noted various employers training strategies and its influence on employee, business, and the industry at large. He used a qualitative research method to focus

primarily on opinions of interviewees and an assessment of the hotel working environment. Kennett's (2013) investigation added to the literature in that it supported various outcomes agreed by other scholars who deliberated on the correlation between training programs and employee turnover intentions. First, personal development approach improved workers' flexibility as advocated by behavioral and human capital theory (Singh, 2003). Based on human capital theory, organizations that adopt specific training (e.g. the team development training method) observed a lower rate of employee turnover with an increase dedication and commitment to the organization. Second, organizations benefit from training by providing employees with the tools and resources necessary for increased performance and personal development (Kenneth, 2013). Other authors showed that an increase of only 10 hours in annual training and employee skill development could increase organizational productivity by 60% (Almeida & Carneiro, 2007; Ameer et al., 2013).

Several scholars made known varying viewpoints regarding association between training and employee turnover (Lewis, 2010; Tanova & Holtom, 2008). Tanova and Holtom (2008), for example, acknowledged managers' reluctance to invest in training and developmental programs due to fear of losing employees after investing the cost of improving their skills and expertise. In contrast, Gospel and Lewis (2010) stated hoteliers operating in similar and somewhat lesser appealing tourist areas were more willing to employ training and developmental programs as a stratagem for retaining the most knowledgeable employees and as a means of increasing organizational capabilities. Gospel et al. (2010) investigated the same training and development phenomenon in the United Kingdom and discovered one of the leading perplexities facing hotel managers was that after increased training, outside organizations were prone to hire their freshly trained employees. Furthermore, Gospel et al.

(2010) explained the simple anticipation of employee turnover was enough to discourage managers from investing in training opportunities. In other studies, however, Leuven (2005) and Lewis (2010) noted businesses witnessing higher employee turnover were further likely to establish additional training as a means of encouraging employees to remain committed to the organization. The authors stated training opportunities offered to employees were dictated based on industry trends, general working environment, and the level of risk associated with losing valuable employees to rivals (Leuven, 2005; Lewis, 2010).

Ameeq and Hanif (2013) used a self-directed questionnaire to survey hotel employees and six hotel managers on the influence of varying training programs and its effect on employee performance in Lahore, Pakistan. The purpose of the research was to regulate whether the training sessions used by the HR departments were assisting employees develop their skills and perform more efficiently. The sample size selected was 20 Savoy hotels. Ameeq et al. (2013) confirmed a noteworthy association exists among training activities and employee performance. According to the authors, 70% of hotel employees perceived training received greatly contributed to individual development and increased organization's overall performance. The employees were more dedicated and demonstrated sincere interest in their work. Sixty-five percent of respondents thought job responsibilities were clearer after getting trained and social interaction with guests, coworkers and top management was much better after attending training sessions. Likewise, sixty percent of the participants acknowledged their pay scales were improved because of the training received (Ameeq et al., 2013). Ameeq et al. (2013) illustrated how training programs might directly and positively influence employees' overall performance, and if done correctly, could increase overall actual performance of the employee and the organization at large. Another HRM practice that

directly affected turnover intentions was performance appraisal. The next section explores the correlation between performance appraisal and the influence it had on organizational performance in the hotel industry.

### **Performance Appraisal**

According to Kondrasuk (2012), the most criticized element of HRM was the practice of appraising employees work performance—also known as performance appraisal. Despite any connotation associated with the practice, however, performance appraisals were necessary for achieving vital organizational objectives (McGrath, 2010). In his study on HR evaluation in hotel units, Aspridis and Kyriakou (2012) focused their research primarily on analyzing performance appraisal systems and development of human capital in the Greek hotel enterprises in Larissa, Greece. The authors used convenience sampling to conduct an in-depth combination of quantitative and qualitative studies of targeted population. The authors selected a total of 178 hotel organizations to conduct the research. Aspridis et al. (2012) hypothesized that capability, inspiration, and opportunity for implementing HRM policies were moderated by organizational strategies, leadership style, and organizational culture. The authors also specified the influence of HRM procedures pertaining to organization's performance was mainly arbitrated by worker skills, behaviors, and attitudes (Al Khoury et al., 2014; Aspridis et al., 2012).

Ahmed, Mohammad, and Islam (2013) focused on revealing any connection between observed equality and justice in performance appraisal and OCB. Ten out of 203 registered banks under the Central Bank of Pakistan were selected through random sampling. A total of 292 out of 400 workers from the targeted population were selected for the sample (giving a response rate of 72.5%). The authors used self-administered questionnaires for collecting

data. Ahmed et al. (2013) found a substantial and affirmative affiliation existed regarding observed equality and justice in performance appraisal and OCB. Both authors stated if justice in the performance appraisal was observed then workers may be more loyal and incline to perform citizenship behaviors. For future research, Ahmed et al. (2013) recommended other factors such as job satisfaction and realistic developmental programs be examined as magnitudes for alleged equality and justice in performance appraisals.

### **Supervisory Communications**

Several studies including several seminal researchers had confirmed an association among job satisfaction and supervisor characteristics (Kim, 2012; London & Larsen, 1999; Oldham & Cummings, 1996; Rowan, 2014; Young & Hansung, 2009). Rowan (2014) for instance, noted employees yield the most innovative results whenever performing a difficult and perplexing job that was supervised in a helpful and less controlling manner. Kim (2012) theorized caring supervisors inspire employees to express concerns, offer constructive and informational feedback, and assist in subordinate skill development. In addition, Rowan (2014) found a social-work atmosphere and job-related criticism to be essential elements of workplace fulfilment between senior leaders and blue-collar workers. Providing performance feedback and employee performance assessment from supervisors was a vital function of HRM in training, monitoring, guiding, and supporting employees' efforts for an organization's overall mission and performance. Kim (2012) highlighted work-related communication helps significantly to reduce strain and job perplexity and increases workplace satisfaction by reducing role ambiguity.

Since its implementation into the hotel industry, HR practices underwent multiple developments over the past decades to enhance the employee work experience and to help

create a sustainable competitive edge for hoteliers (Altarawneh & Al-Kilani, 2010; Nieves & Quintana, 2016). One of the biggest challenges facing HR practitioners and hoteliers in this regard, however, was the retention of new employees joining the hotel industry, especially female recruits. The next section of this study explores how HR practices are impacting newcomers' intentions to remain or vacate their new place of employment in the hotel industry and what current scholars are recommending mitigating any additional voluntary turnover from the newly qualified employees.

### **Challenges to Retaining Newcomers in the Hotel Industry**

Blomme, Tromp, and Rheede (2008) and Forget (2015) recognized retaining fully qualified and well-trained employees in the hotel industry had become a growing concern for hotel managers over the last three decades. The author defined fully qualified employees as workers who successfully completed an advanced education program mainly at the bachelorette or master's degree level (Blomme et al., 2008). Those who graduate at this level normally begin careers as the assistant to the supervisor in charge or as a front desk employee, and usually worked in the position for three years. Following three-year period, many of the employees were advanced to supervisory responsibilities. The ones who demonstrated potential for executive leadership capabilities received opportunity to acquire higher managerial positions, for example, as local manager for a hotel or a combination of hotels. Some authors indicated reducing the risk of losing talented workers could be a challenge (Blomme et al., 2008; Forget, 2015; Walsh & Taylor, 2007).

Approximately two thirds of the men and women who fall within 22-23 age category and started out working within the U.S. hotel industry after graduation could still be found working within the industry (Blomme, et al., 2008). Blomme, et al. (2008) revealed, however,

many of the women, as compared to men who fall within the 32-44 age categories left the industry: over 60% compared to 47% respectively. The recruitment costs associated with higher turnover rate from loss of well-qualified and educated workers was generally higher (Forget, 2015; Hillmer et al., 2005; Usher & Kerstetter, 2014). The organization must also cope with an attrition of business inherent knowledge base (Usher et al., 2014) and a reduction in organization capabilities (Blomme et al., 2008; Chen & Popovich, 2002; People 1<sup>st</sup>, 2015) resulting in loss of competitive advantage. The efforts in retaining a highly talented and sophisticated workforce, particularly highly qualified women usually posed a major challenge for hoteliers because women comprise a substantially greater portion of the workforce (Forget, 2015; Walsh & Taylor, 2007; Yu, 2008).

Kattara and Hanan's (2005) investigated in their experiential study on the challenges faced by female managers in Egyptian hotel industry, the challenges preventing women in managerial positions from receiving top managerial areas of responsibilities. The authors selected a random sample of women working in managerial positions in five-star hotels. The authors also conducted a thorough interview with 56 of those female managers. The sample signified 40% of the aggregate. The results illustrated that the mainstream of female workers occupying managerial positions were not placed in transitory positions leading to general managers. The scholars identified numerous elements precluding female managers from making it to the top of the glass ceiling, for instance gender perception. Kattara and Hanan's (2005) analysis of the stepwise multiple regression method found 40% of the difference regarding the presence of challenges were explained based on features relating to work relationships, mentorship care, and the absence of systems access. Based on restrictions and implications of the research, Kattara et al. (2005) stated their study could be seen as an initial



step towards understanding the circumstances under which females working in the hotel industry had to cope. The circumstances were not confined to the Middle East region where the study was conducted, but also in other nations such as Asia where similar situations were encountered (Kattara et al., 2005).

Maroudas, Kyriakidou, and Vacharis (2008) conducted empirical research on six luxury hotels operating in international luxury hotel chains in Athens and explored alleged implications of HR practices on organizational performance. A self-administered questionnaire was used to survey over 2,000 employees working in various medium to large size hotels. The total sample randomly selected comprised 6% of the populace. Of the 124 responses, 85 met the standard for conducting the research, representing a response rate of 69%. The authors' outcome indicated several of the leading motives contributing to the high turnover rate, especially among newcomers, were low wages, scarce benefits, unsatisfactory working environment, and low morale. Maroudas et al. (2008) emphasized in addition to the issues impacting turnover, the hotel sector in Athens was largely categorized by lower workplace security, minimal wages, longer shift duties, and narrow occasions for advancement. Overall, Maroudas et al. (2008) noted most of the respondents revealed a strong desire for monetary incentives, and opportunities of individual advancement.

Maroudas et al. (2008) suggested two recommendations: (a) make available creative and well-structured training and development programs, such as virtual classrooms (for example, learning applications on mobile devices) especially for younger generations who are more acclimatized to using personal tablets and other mobile devices, and (b) contemplate establishing financial remunerations that meet employee satisfaction. According to Maroudas

et al. (2008), hotel managers and HR professionals could exploit the opportunities to create more innovative practices that were directed at reducing turnover intentions.

Another factor that greatly impacts hotel employees' turnover intentions was a hotelier's leadership style (Long, 2012). Leadership not only plays a critical role in increasing performance of organizations and individuals, its technique can serve as the decision point through which employees may choose to remain with the organization under its influence or voluntarily vacate the organization to work elsewhere (Ahmad et al., 2012). The next section of this study focuses on how hoteliers' leadership style can greatly impact the level of turnover experience within their organization.

### **Leadership Style and Employee Performance in the Hotel Industry**

The hotel industry functions almost entirely through customer service, and a large portion of the service involves having direct contact with guests (Chang et al., 2013). Direct involvement by supervisors in mentoring, coaching, and providing constructive feedback to subordinates was vital. Involvement was especially true for a hotel industry accustomed to high staff turnover on a frequent basis (Chang et al., 2013). Based on outcome of a Likert Scale measurement assessment on 20 managers and 30 employees, Ispas (2012) stated hotel executives believed the way to manage organizations was primarily interactive and encouraged feedback. Alternatively, employees perceived managers' behavior as being more dictatorial. After reviewing results from Ispas's (2012) study, both top executives and supervisors restructured communication patterns towards employees ensuring new methods fostered open communication and direct involvement in organization decision making. Thus, employee performance increased and a command climate survey from guests indicated guests were also content with the degree of customer service received during their stay and would

recommend the hotel to others as a destination to stay at (Ispas, 2012). As indicated in behavioral theory, managers learn and develop the necessary leadership styles that demonstrate interest in working as a team to promote an organization's performance (AlBattat & Som, 2013; Chiu & Francesco, 2003). The outcome was generally reciprocal as employees were also more inclined to work with a leadership team that favors critical input and commitment to goals and objectives of the organization (Altarawneh et al, 2010).

In another study regarding the Mississippi Gulf Coast Casino managerial practices and employee turnover rate, Agrusa and Lema (2007) analyzed views of workers in the casino working environment regarding executive behavior and insights concerning employee turnover rate. The authors reported managers had a tendency to observe personal behavior and decision-making attitudes more auspiciously than how employees perceived them to be. The incorrect favorable perception had become a trend for the casino industry and the resulting effect seems to be a continued rise over past decade in level of staff turnover impacting the industry (Agrusa et al., 2007). Due to over 75% of casino employees voluntarily leaving because of an undesirable working relationship with their bosses, more scholars were beginning to pay attention to the topic to help generate appropriate measures that might help alleviate the industry high turnover rate (Joyce, 2006). The turnover rate influencing casino industry was very similar to the hotel industry because both provide relatively the same level of customer service and working relationships. Comparably, Lewis (2014) stated the typical rate of turnover among U.S. employees below the managerial level in the hotel and casino industries was over 50% for non-managerial employees and 25% for management staff. The alarming costs connected with numerous efforts made to reduce high

employee turnover in both industries generated a pressing need for this important matter to be taken more seriously (Agrusa et al., 2007).

To grasp a deeper understanding between managerial leadership style and employee performance, Agrusa et al. (2007) recommended that scholars conducting future studies focus on identifying alternate HR policies and procedures about an organization's leadership style. Doing so will aid in the combined decision making and participative learning process across an organization. Several scholars acknowledged that even though a leader's style may differ because of personality traits, domestic environment, level of education, training received, and individual values, the leader had the ability to use his traits to highlight a leadership style that encouraged complete trust in return from subordinates (Clark, Hartline, & Jones, 2009; Kennett, 2013; Kim, 2012).

From their examination of the banking system in Iran, Dolatabadi and Safa's (2010) found that an interactive style of leadership was more fitting for organizations operating in the service industry than directive leadership. The performance level of workers who view their leadership styles as participative was generally higher than in organizations where the perception of leadership style was autocratic (Dolatabadi et al., 2010). Yiing and Ahmad (2009) concurred that low performance was usually associated with an autocratic leadership style and an interactive leadership style was generally present within an organization if the performance level was high.

### **Different Approaches to Turnover Intentions**

Ajagbe et al. (2012) indicated various disciplines investigated turnover intentions in the workplace, such as economics management, sociology, and economics. Individual disciplines focused on an interest and employed the use of unique research methods tailored

towards that area of study. For instance, psychologists and sociologists were mostly absorbed in the distinctive impulses influencing individuals to quit their jobs, such as workplace satisfaction, dedication to the organization, and workplace participation (Abdullah et al., 2012). Scholars interested in empirical work usually focused on case studies by analyzing survey data originated from groups of individuals or organizations in an industry. Regarding management research, high employee turnover remains an alarming concern and a continual topic of interest to a growing number of researchers (Ajagbe et al., 2012). Comparably, scholars in the field of psychology and sociology focus deeply on current happenings or case studies to understand occurrences and personality traits and behaviors relating to turnover. Although decreasing turnover intentions in the workplace remains a managerial goal for several organizations, the reverse was quite true for others (Ajagbe et al., 2012). Legal limitations and responsibilities for employee recruitment and firing, for example, could potentially prohibit organizations from retaining a dynamic workforce in size and structure, a condition more commonly seen in unionized industries (Abdullah et al., 2012). The work performance and denationalization in various advanced countries were intended to increase the elasticity of labor markets in these regions. In comparison, economists tend to focus primarily on the effects of the high turnover affecting the nation's unemployment rate. Renko, Kroeck, and Bullough (2012) noted a common feature across all disciplines was many factors could significantly affect employee turnover intentions.

### **Theories Affecting Employee Turnover**

The current literature consists of more than 1,600 research articles on turnover intention phenomenon (Forget, 2015; Jang et al., 2012; Jaume, 2014; Kenneth, 2013; Medina, 2012) which includes an additional meta-analysis review of over 800 such studies (Cho et al.,

2009; Kim, 2012; Rowan, 2014, Tariq et al., 2013). The studies, however, had yet to reveal an unanimously agreeable explanation regarding why employees opt to decide to leave their place of employment (Altarawneh et al., 2010; Morrell et al., 2004). The lack of a common explanation limits HRM studies on the ability to fully comprehend the cause of such a phenomenon. Such misunderstanding makes it even more challenging to interpret employee turnover intentions (Altarawneh et al., 2010).

Morrell, Loan-Clarke, and Wilkinson (2004) reported in their seminal study on nurses with turnover intentions at eight of the largest infirmaries in the country any unpleasant occurrence or unsatisfactory working condition can trigger the decision to quit. The research, which had implications for the hospitality industry, developed and expanded on several theories impacting turnover intentions, including management by objectives, Maslow's hierarchy of needs, and theory X and theory Y (Morrell et al., 2004). Several of the theories are explained in detail below.

One prominent theory associated with turnover intentions was management by objective (MBO) (Thygesen, 2012). The theory of MBO was grounded on the premise that employees were further committed and perform better when participating in influencing decision-making process pertaining to goals and objectives established for an organization. Instead of uttering directives, allocations and objectives directly from top management, leaders adopting the MBO attitude strive to embrace their employees in the policymaking process on every possible occasion, specifically in decisions directly affecting employees' day-to-day procedures. Whenever the HR department and hotel managers fall short of implementing the strategy, the ripple effect could result in an organization losing several of its most qualified, talented, and motivated employees. Many of the most creative, self-

motivated, and energetic employees may choose to quit if the organization offers few or no occasions for employee participation (Kopelman, Prottas, & Davis, 2012; Thygesen, 2012).

Hanif, Khalid, and Khan's (2013) experiential investigation of Maslow's hierarchy of needs theory divided workers' necessities into five broad classifications, commencing with basic bodily needs and continuing upwards to individual development and career progression. Jaume (2014) concluded Maslow's theory was still relevant for understanding employee motivation and personal development. Berl, Williamson, and Powell (1984) claimed in their seminal work that employees would sincerely dedicate themselves to the organizational objectives if managers would satisfy every phase of the employee's needs. Any failure in meeting employee needs during any phase of the Maslow hierarchy could generate a void in employees' professional lives, triggering employees ultimately to seek fulfilment of the needs from another employer capable of providing the desired opportunities (Hanif, Khalid, & Khan, 2013). Studies by Finsterwalder (2010) and Lester (2013) revealed several inconsistencies, however, in Maslow's theory, such as the basic foundational human necessities must be met before higher level of needs could be met. Furthermore, the authors contradict the fundamental idea that humans met only one need at any single time, refuting the notion that more than one need could be satisfied simultaneously (Hanif et al., 2013).

Social exchange theory suggests existence of an exchange process between employees and top executive and a perception of what employees considered to be fair compensation for their efforts (Husin, Chelladurai, & Musa, 2012; Lavelle, McMahan, & Harris, 2009; Ma et al., 2012; Watty-Benjamin et al., 2014). One leading objective behind social exchange theory was the maximization of employee benefits while minimizing costs. According to Singh and Selvarajan (2013), the human resources manager considers potential rewards as an inseparable

mechanism necessary for reducing turnover intentions. Social exchange theory denotes rewards and costs drive relationship decisions. The type of social relationships management creates for an organization determined the degree to which benefits of working within such an environment outweighs the associated costs. Whenever the risks began to outweigh the rewards, employees terminated or abandoned the relationship and sought more fulfilling relationships elsewhere (Husin et al., 2012). The practicality of social exchange theory was alluded to when employers acknowledged employees' work situations and addressed them appropriately. The concept also relates to the belief of mutual exchange, in which rewards accorded from one person were accorded based on the other person in return. The collaboration between employees and employers, for example, were fully noticeable by HRM and every effort was made to maximize that relationship and minimize the costs associated with negating that relationship. Appealing rewards will ultimately compensate the readiness to create greater performance (Selvarajan, 2013; Watty-Benjamin et al., 2014).

The central proposition behind human capital theory was that the investment in human capital had the potential to not only increase worker productivity but also to improve the organization's overall production process (Abdullah, Isa, Arshad, Hamzah, & Hashim, 2013; Jaume, 2014; Singh, 2003). Because no employees performed at the same level, employers had the unique opportunity to invest in employees to meet desired level necessary for outstanding performance and increased production. Abdullah, Isa, Arshad, and Hashim (2013) suggested innovative performance appraisal systems, remuneration, to include increased training and developmental programs were some of the principal investments in human capital. Nieves and Quintana (2016) noted that for employees to compete effectively in the increasingly globally competitive hotel industry, employees must constantly refine



skills and methodology for providing the highest level of customer service. The author noted through human capital theory an organization's employee development could result in a reverse relationship to employee turnover intentions. The greater the level of investment in training, development, skills, and expertise, the greater the cost associated with providing the necessary training (Nieves et al, 2016).

Adams (1963) originally implemented equity theory, or justice theory, which aimed to characterize employee motivation in the workplace. The concept explains how workers perceived distribution of resources within an organization as being fair or not to both relational partners (Lin, 2010). More precisely, about employee motivation, equity theory explains unbiased state of a worker's contribution, for example, level of productiveness, level of expertise, open-mindedness, or eagerness. The theory also describes a worker's outputs, for example, remuneration or other benefits. Based on equity theory, an employee who perceives dispersal of organizational resources as prejudicial will very likely have turnover intentions (Lin, 2010).

In accordance with the organizational equilibrium theory, Singh (2003) revealed a well-organized structure in which he explained employee satisfaction and the desire of feeling appreciated and being an equal part of an organization. The author argued that a balance was needed for continued competitive advantage and sustainability vital for persistent success. Watty-Benjamin et al. (2014), furthermore, expanded on Singh's (2003) philosophy into the Barnard-Simon organizational equilibrium theory, a concept which aids in the development of Barnard's opinions. According to Singh (2003), if individual commitment was larger than the incentives then the employee was more likely to withhold inputs and find employment elsewhere. Selvarajan (2013), Solnet and Hood, 2008; Solnet and Paulsen, (2005) and Sun,

Aryee, and Law (2007) proposed that across the hotel industry both monetary and non-monetary incentives have been proven to be strategic HRM practices capable of mitigating turnover intentions and building organizational equilibrium. Examples of incentives include extensive training and development, employment security, performance consideration, remuneration, supervisory communication, empowerment, functional flexibility, and a clear job description. One limitation to the Watty-Benjamin et al. (2014) study, however, was authors did not consider the other HR practices in which Barnard had placed great emphasis.

### **Other HRM Practices Used to Motivate Employees and Mitigate Turnover Intentions**

According to Maroudas et al. (2008); Cho, Johanson, and Guchait (2009); Tariq et al. (2013); and Altarawneh et al. (2010), any accomplishment that occurred within the hotel sector rested on the competence of the assigned workforce and how successfully hoteliers and HR professionals manage employees' human capital and other resources. Hotel owners found it vital to implement effective HRM strategies assist in taking appropriate steps towards motivating talented workers to be committed towards helping an organization achieve its overall objectives. In a review of Maslow's hierarchy of needs, hotel managers who can satisfy basic worker requirements as described by Hanif et al. (2013) might experience overall improvement in employee performance and customer satisfaction and might even retain the most talented employees (Hanif et al., 2013).

Another motivator for mitigating turnover intentions was the theory of performance management (Agarwal, 2011; Solnet & Hood, 2008; Ugaddan, 2013). Management by performance embraces undertakings that ensure the objectives of an organization were constantly met in the most proficient and capable method possible. The absence of indispensable expertise, skills, supervision, appropriate feedback, and individual priorities (i.e.

distress workers undergo when poor communication exists between management and employees) were a few of the factors preventing affirmative results from management by performance practice (Chang et al., 2013; Solnet et al., 2008). The inability of senior leaders to orchestrate realistic objectives and provide constant feedback and assessments usually results in a domino effect in which workers become unmotivated. Efficient HRM policies and procedures were focused on building an atmosphere of realistic accomplishments and an environment in which talented employees could perform at their highest potential and strive towards constant improvement (Ugaddan, 2013). An efficient management by performance strategy inspired coworkers to recognize opportunities for advancement and muster every effort possible for individual development (Agarwal, 2011; Solnet et al., 2008; Ugaddan, 2013).

AlBattat, Som, and Helalat (2013) stated irrespective of the substantial volume of research pertaining to turnover in hotel industry, the subject remained ambiguous; thus, requiring additional examination because of a reliance on HR as a service product. Based on practical implications from Altarawneh et al.'s, (2010) study, the authors suggested hoteliers should make every effort to implement recommendations for mitigating the impact of employee turnover, increasing retention rates. The study expanded on AlBattat et al. (2013) and Altarawneh et al.'s (2010) existing body of knowledge in recommending additional strategies for retaining top performers in Nevada and New York hotel industries. The results might also help reveal workplace discontentment leading to turnover or workplace contentment fostering an environment of workplace retention (Festing, 2012; Kim, 2012; Monks, 2012).

## Summary

In summary, this chapter's main focus was to conduct a thorough assessment of the four principal HRM practices impacting employees' turnover intentions. The first section gave a brief review regarding implementation of HRM practices in the hotel industry and how practices had evolved. The next section focused distinctively on the connection between HRM practices and employees' turnover intentions. The third section defined the dependent and four independent factors influencing employee turnover intentions followed by a concise analysis of the challenges facing hoteliers in retaining newcomers, especially female workers in the hotel industry. The next section explored hoteliers' leadership style and its effect on employee performance and turnover intentions. The literature revealed that leadership styles play a crucial role in increasing performance and influence greatly employees' turnover intentions. The sixth part concentrated on several different approaches influencing turnover intentions. Part seven described the theories impacting employee turnover and the final section explored several other HRM practices that may be used by HR professionals to motivate employees and mitigate additional turnover intentions.

The next chapter outlines the methodology that was employed to thoroughly assess four of the HRM practices influencing hotel workers' turnover intentions. Specifically, the chapter discusses design of the research, participants, procedures, instrument development and measurement, and the data analysis method.

## CHAPTER 3. INTRODUCTION

The objective of the research was to examine the association linking HRM practices with employees and turnover intentions in the U.S. hotel industry. Mohamed (2013) and Abdul (2013) stated the increasing rate of turnover impacting organizational performance in the hotel industry was a growing concern for hoteliers and HR practitioners alike. Hotel employees working in Nevada and New York regions of the U.S. were the sample for the research. The non-experimental quantitative research examined the findings to evaluate the effect of training and developmental programs, performance appraisal, remuneration, and supervisory communication, on coworkers' turnover intentions. The findings could also be used to assess any significant differences or similarities between four variables influencing retention of Nevada and New York hotel employees. Because of the densely populated states of Nevada and New York, the researcher chose the sampled areas to represent the entire hotel population of the Midwest and Northeastern hotel industries (Godfrey, 2013; Jain, 2014; Wial & Rickert, 2002).

### Design and Methodology

According to Creswell (2014), a quantitative research design is the best method to define the extent to which one or more variables influence an outcome. The use of a descriptive quantitative approach could provide researchers with a relevant explanation and understanding of the factors influencing the research problem.

Shuttleworth (2014) noted descriptive research design was an invaluable scientific tool for interpreting and describing the attitude and perceptions of a target audience without persuading them whatsoever. The method was relevant for non-experimental quantitative investigations of this nature because it allowed for a concrete general overview of the entire

population under investigation. In contrast to exploratory (qualitative) studies, a descriptive study is prearranged and organized in such a way so that the information collected will be able to be statistically inferred upon a targeted population. The other method of quantitative research not chosen for the study was causal research. While the causal research method attempts to disclose a cause and effect relationship between two variables, it significantly differs from descriptive research in its purpose and methodology. A descriptive study is broad in scope to better describe a perception, behavior, or attitudes held by a certain group. In contrast, a causal study focusses on two goals: (a) determining which of the variables were the causes and which ones were the effects, and (b) understanding the kind of relationship that exists between the causal variables and the effect projected (FluidSurveys Team, 2014).

A descriptive methodological approach is most suitable for developing conclusions because the objective of the research is to investigate participant behavior, attitudes, and opinions regarding the HR practices currently employed within an organization (Shuttleworth, 2014). The impact on turnover decisions was also an objective. Aral and Weill (2007) confirmed that the method of using credible descriptive sources to analyze studies of this nature was valid for scholarly research. The following four independent variables were analyzed using the descriptive methodological approach: employee training and developmental programs, performance appraisal systems, supervisory communications, and compensation and benefits. The dependent variable under investigation, employees' turnover intentions, was also assessed using the descriptive methodology.

The five research questions are:

1. What is the relationship between formal training and developmental systems and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

2. What is the relationship between performance appraisal and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?
3. What is the relationship between compensation and benefits and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?
4. What is the relationship between supervisory communications and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?
5. What is the relationship between human resource management practices and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

### **Population and Sampling**

The population for the research consisted of non-managerial fulltime hotel workers employed in the state of Nevada and the state of New York. Both states consist of approximately 348 hotel organizations located in Manhattan marketplace surrounding roughly 82,000 rooms and over 355 hotels in the Metropolitan area of Las Vegas, Nevada, covering approximately 152,275 hotel rooms respectively (Banning, 2016; Bureau of Labor Statistics, 2015; DeMilleret, 2013; McGeehan, 2014;). Both hotel sectors consist of a unique group of hotel workers, pertaining primarily to education, age, ethnicity, gender, and working experience with the hotel industry. Employees worked in positions ranging from front desk representatives, to concierges, housekeeping, valet, maintenance, food and beverage, administration, entertainment, and security. The views and opinions of employees from different areas of responsibilities provided a framework on how the HR practices within their organizations were affecting retention and the organization's overall performance (Aral & Weill, 2007; Dusek et al., 2014).

Cooper and Schindler (2014) suggested a population under investigation must comprise those people, events, or records that will meet the study's desired objectives.

Consequently, demographics for the study included both new and senior workers employed in an organization for at least six months. Participants had a basic knowledge and experience of what it is like to be working in the hotel sector. Creswell (2014) stressed the significance of selecting participants in a study who could truly represent the entire population to provide a credible representation of the entire target area. The criteria under which employees were chosen for the study was in line with Creswell's (2014) recommendation and was intended to provide a rich representation of all the employees working in the entire Nevada and New York hotel sectors.

The sample size for this research consists of 500 fulltime non-managerial unionized and nonunionized hotel employees working in the Nevada and New York hotel industries. The Spearman's rank sampling technique was used to analyze the data collected for research (Corder, & Foreman, 2014; Piantadosi, Howlett, & Boland, 2007). The sample assessed using two distinct groups. The initial group consists of 250 workers employed in the Nevada hotel sector. Group number two consisted of approximately 250 employees working in the New York hotel industry. Prior studies recommended 250 as a suitable sample when conducting a nonparametric statistical analysis of this nature (Agrusa et al., 2007; Altarawneh et al., 2010). The Qualtrics marketing research company randomly selected the employees. Qualtrics is an industry leader providing online survey statistics for researchers (Qualtrics, 2014). All levels of employees had an opportunity to be represented in the research to ensure the data collection represents a broad range of individual perspectives (Aral & Weill, 2007; Dusek et al., 2014; Yang, 2008).

To minimize any error associated with the random sampling technique, the researcher used the following measures for collecting data: First, Qualtrics generated a well-defined by-



name list of over 500 hotel employees working in the Nevada and New York hotel sectors that constituted the framed population. Next, the researcher invited hotel employees to participate in the survey with intention of receiving a 250-response rate from each target area. The procedure ensured that the sampled group was selected randomly and that all effort was used to evade misrepresentation of the research findings through systematic modification and random sample variations (Katou & Budhwar, 2006; Yang, 2008).

### **Setting**

The Nevada and New York hotel industries were the target areas for the study because tourism in the regions was acknowledged as being more competitive than several other areas of the industry (DeMilleret, 2013; Jain, 2014). A thorough analysis of the turnover phenomenon in both states provided a broader understanding of the HR practices influencing employee retention, which to date has not knowingly been extensively investigated or documented.

The hotel sector is arguably a fundamental aspect of the greater tourism business in New York State (DiNapoli & Bleiwas, 2016). According to the authors, New York State hotel sector underwent a significant development during the previous era, driven by an upsurge in visitors to the region (Visitors were defined as professional and leisure travelers staying more than one night or traveling over 50 miles on day excursion) (DiNapoli et al., 2016). The NYC & Company (2015), the official tourism and marketing organization of New York City, stated that over 227.5 million visitors visited New York State in 2014 and that number continues to grow over the years. Over 58 million tourists visited New York City solely during 2015 (DiNapoli et al., 2016).

New York State represents the fourth major hotel sector across the nation, succeeding California, Texas and Florida (American Hotel & Lodging Association, 2015). In regard to cities, New York City is America's third principal hotel sector, following Orlando and Las Vegas. New York City comprises over 107,000 guest rooms in 2015, a rise of 48% since 2006, with an additional 26,500 rooms projected for the same area by the end of 2019 (American Hotel & Lodging Association, 2015).

According to STR (2015), an organization that analyses statistical data and provide research information for the hotel sector, confirmed over 695 hotels existed in New York City during 2015 (BLS, 2015). Manhattan held two-thirds (460) of these hotels. While Manhattan continues to benefit as the main location for most overnight guests, tourism continues to rise within other regions, predominantly Queens and Brooklyn. From 2006, the quantity of hotels in Queens doubled, while in Brooklyn the amount tripled. Since 2015, over 236 (one-third) of the city hotels were in municipalities outside of Manhattan, likened to 27% in 2006. Modern hotel constructions were added in districts such as Sunset Park and in Downtown Brooklyn and Jamaica and Sunnyside in Queens. In 2015, 128 hotels existed in Queens, 74 in Brooklyn, 25 in the Bronx and 9 in Staten Island (American Hotel & Lodging Association, 2015).

As the quantity of hotels and rooms rise, so had the sum of industry jobs (DiNapoli et al., 2016). There were over 88,390 hotel sector jobs throughout New York State in 2015, representing 18% increase over 2006 figures (New York State Department of Labor (NYSDL, 2015). Approximately 60% of the State's hotel labor force were based in New York City. During 2015, hotel jobs in New York City for example, accounted for over 50,100 hotel employees, an increase of 11,300 (29%) since 2006 (NYSDL, 2015).

As tourism continues to grow in the region, so does the need for additional and qualified hotel employees to keep up with the demand (DiNapoli et al., 2016). Competition for attracting and retaining the most qualified hotel employees is crucial for New York State hoteliers. With an additional 26,500 hotel rooms projected by 2019, New York State hotel employees had greater options for leaving their present employer for more suitable job openings. Hoteliers are now challenged to provide the most qualified employees with the incentives and required training as an inducement to remain with the organization and help it sustain a competitive edge among rivals. If employees perceive that their talents are being underused and foresee no opportunities for advancement, then employees will leave for better opportunities elsewhere within the industry. Such actions would cripple the hotelier's ability to maintain the highest standard of quality service expected from guests. In addition, the increased influx of tourists to the region eventually makes other hotels their first choice, where the quality of customer service is much higher (Altarawneh et al., 2010).

On the other hand, the Nevada tourism industry, accounted for over 41% of total employments in the Las Vegas Metropolitan Statistical Area at the end of November 2015 (Center for Business and Economic Research, 2016). In the same year, the Silver State welcomed over 42 million visitors to its region, representing a 2.5% growth over 2014's aggregate (Banning, 2016). Over 368,900 employees work in the Nevada hotel and leisure industry (Las Vegas Convention and Visitor Authority Research Center, 2016). Since 2012, Las Vegas had 152,275 guest rooms stressed across 355 hotels. This suggests Las Vegas city had a higher number of hotel rooms than any other city in the United States. There were more than 62,000 hotel rooms on the Las Vegas strip alone. Of the biggest hotels in the world, 15 of these were in Las Vegas. The hotels range from basic hotels to hotel and casino

combinations. Several of these also include resort qualities with amazing pools, outside entertainment at casino complexes to include excellent restaurants and shopping. Several hotels in the city also cater to children-friendly activities for families during their visit to the city (Banning, 2016). Nevada also had a solid convention industry that witnessed over 5,891,151 attendees in 2015. The state held 21,306 conventions alone in 2015. A few reasons for the overall achievements were an improving national economy, an increase of visitors from abroad, and the providing of a unique guest experience (Banning, 2016).

Most hotel workers in both Nevada and New York State hold fulltime jobs (Banning, 2016; DiNapoli et al., 2016). Less than 9% of New York State hotel workforce were part-time, in comparison to nearly 17% citywide (New York City Labor Market Information Service, 2013). Similarly, only 18% of the Nevada hotel workforce were part-timers, and several fulltime hotel workers in both states were unionized (Banning, 2016; DiNapoli et al., 2016). The two-state's sector's work force was also varied. Over one-third of the employees in New York State for example, were Latino or Hispanic, while whites, blacks, and Asians each made up for nearly a fifth of the hotel workers. Migrants account for mostly two-thirds of the sector working class, in comparison to lesser than half (43%) of the employees across the entire city (U.S. Census Bureau, 2014). In Nevada, half (50%) of the hotel workforce were white, with Hispanics occupying the other 28%. The other 22% comprise Blacks, Asian and small portion of other races (Wood, 2014).

Builders erected several new and luxurious hotels during the past decade to meet the increased visitors in both hotel sectors, creating significant job opportunities. In New York State, for instance, the rapid increase in guests' arrivals to the city especially during peak seasons (summer) forced hoteliers into employing many casual employees (BLS, 2015). In

Manhattan, numerous job openings created by the growth in the industry were being filled based on part-time workers (DeMilleret, 2013; Jain, 2011; Jain, 2014). Hoteliers in the Nevada region were faced with the challenge of retaining top performers to keep up with the increase demand of hotel guests. Even though several of the employees in the area were unionized, hoteliers must ensure that incentives offered to employees such as fair wages are realistic and meet current economic standards. Otherwise, employees will choose to leave for more attractive employment elsewhere. The resulting effect would be an organization struggling to maintain a high level of customer service that could potentially forego the profits from increasing tourists to the region (DeMilleret, 2013).

### **Data Collection**

The primary information pertaining to the research was collected through Qualtrics software using a random sampling technique. Five hundred hotel employees (250 from each hotel sector) were randomly chosen through Qualtrics to participate in the study. Qualtrics was recognized nationwide as an online survey organization conducting quantitative and qualitative analysis. Prior scholars and studies in the HR arena, for instance, Wood (1995), Budhwar and Sparrow (1997), Takeuchi, Chen, and Wakabayashi (2003) had used statistical research organizations to gather reliable data. The principal data in the research were gathered using a self-administered survey instrument. The participants in the study were comprised of fulltime non-managerial workers employed in the Nevada and New York hotel industries of the United States. By using the self-administered questionnaire, participants provided opinions of the HR practices currently employed within the organization and communicated to what extent the practices were influencing intentions to leave.

### **Instrumentation**

A self-administered questionnaire constitutes the primary instrument for collecting data for the study (Appendix A). Appendix A constitutes the only survey instrument that was used to conduct the descriptive analysis in this study. The questionnaire was formulated based on preexisting instruments. These prior instruments had been extensively used in the research of HRM practices and turnover intentions and confirmed validity and reliability within each research. The objective of the research was to assess the influence of four practices of HRM on hotel workers' turnover intentions in the Nevada and New York hotel industries. The researcher constructed the instrument using questions obtained directly from Kim (2012), Latif et al. (2013), and Ameer et al. (2013) survey instruments. The same questionnaire was administered to both Nevada and New York participants and compared to determine any significant similarities or differences on how HRM practices were affecting hotel employee turnover intentions and organizational performance. The researcher applied a field test and pilot study to determine the reliability and validity of the survey instrument and to ensure the questions were straightforward and free from ambiguity. The language was revised pending outcomes of the field test to ensure the updated questions were simple and direct before conducting the pilot study.

Additionally, to gathering demographic data, the self-directed questionnaire was constructed to gather statistics on coworkers' perceptions of the HRM practices and intentions on leaving their organizations. Respondent answers were documented by means of a five-point slider scale (measuring from 1 = *strongly disagree* to 5 = *strongly agree*). Appendix B comprises the survey items and coding classifications related to each measure. The four practices used to develop questions for the dependent variables were (a) training and developmental programs, (b) performance appraisal systems, (c) compensation and benefit

packages, and (d) supervisory communications. The remaining questions pertaining to employee turnover intentions were used to measure the independent variable. The variables are discussed under the hypotheses section of the study.

### **Field Test**

A field test is a test administration used during the developmental phase of a research process to examine the value and relevance of test items, managerial procedures, recording, or reporting mechanisms (Twing, 2012). Essentially, the survey items were examined, enabling practitioners and test developers to ensure that the survey items measure what they were proposed to assess—more precisely, that the questions produced a precise, reasonable, and thorough depiction of workers' insights of the practices influencing turnover intentions. A minimum of three practitioners with terminal degrees inside the HR arena were contacted by the researcher and asked to comment on the questionnaire items by providing expert opinion on the length and depth of the instrument and the appropriateness of the questions being asked. Each practitioner submitted an application with a replica of their credentials to the IRB Board for approval. These experts' constructive feedback was used to refine, re-word, and make any necessary changes to the items included on the questionnaire and to ensure all questions were applicable, coherent, and clearly represent the perspectives of the study.

### **Pilot Study**

A pilot study was conducted through Qualtrics, an online research company, to measure the validity and reliability of each measurement concept. The reliability coefficient for each item will then be tested by calculating the Cronbach's alpha values. Qualtrics will distribute 40 questionnaires to hotel employees working in the Nevada and New York hotel sectors to gather the preliminary data for analysis. Pending the findings from the pilot study,

the researcher conducted a thorough confirmatory factor examination to evaluate dynamic configuration of observed variables and to ensure an association exists among the studied variables and the fundamental latent constructs (Darwish, Singh, & Mohamed, 2013).

In research pertaining to the strategic HR functions and effects on business effectiveness, Darwish et al. (2013) conducted a confirmatory factor analysis that delivered three key alternatives for measuring convergent validity by using average variance extracted (AVE), factor loadings, to include dependability of the construct. The outcomes revealed that the factor loadings based on each construct's pointers were significant, ranging from 0.56 to 0.89, thus demonstrating a relationship among constructs and associated factors. Lastly, Darwish et al.'s (2013) findings of the Cronbach's alpha assessment showed that measures in previous research had moderate to good reliability, with values extending from 0.61 to 0.93. Overall, the findings pertaining to the factor loadings and reliability assessments had delivered satisfactory validation of the convergent validity and reliability. The pilot study conducted as part of the study examined the issue further.

Conducting a pilot study of the survey questions was useful for refining the survey, identifying weaknesses, and ensuring clarity, precision, and proper phrasing of the survey instrument. The survey instrument for the pilot survey will include 18 questions, and five background questions. A measurement scale consisting of a five-point slider measuring from 1=*strongly disagree* to 5=*strongly agree*, was applied to the instrument to assess all items. Outcomes from the pilot testing will facilitate the determination of the validity of the research instrument. If results of the pilot test were not valid, then questions on the survey instrument were revised and continue to be retested until validity was achieved.

### **Hypotheses**



To decide whether HR functions of training and developmental programs, performance appraisal systems, compensation and benefits, and supervisory communications had any influence on employee turnover intentions and organizational performance, the study developed the following research questions and hypotheses for testing. Professed opportunities for regular personal development, training and development of required job skill-sets, and forthcoming career development all contribute to job satisfaction, and thereby, reduce workplace stress or remove skill-associated impairments to quality work performance. These developmental programs diminish turnover and turnover intentions by elevating the probability of effective job accomplishment to include aiding workers in seeing the association amongst their personal futures and the future of the hotel for which they work. Based on such premise, the first set of research questions and hypothesis was stated as:

Research Question 1: What is the relationship between formal training and developmental programs and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

- H1: Formal training and developmental programs reduce employees' turnover intentions.
- H1<sub>0</sub>: There is no significant relationship between formal training and developmental programs and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors.
- H1<sub>a</sub>: There is a significant relationship between formal training and developmental programs and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors.

Ahmed et al. (2013) revealed that lack of performance appraisal systems was one of the primary reasons regularly quoted by hotel workers who terminated their employment contract and explored employment opportunities elsewhere. Moreover, Aspridis et al. (2012) noted that employers who perform regular appraisal assessments generally possessed a greater

advantage in retaining top performers. Inadequate performance appraisals and absence of a systematic recognition program were recognized as additional motives for losing top performing personnel across the hotel industry. According to the authors, timely recognition, self-assessments, rewards, mentoring, and coaching provided to employees throughout the hotel industry for their workplace achievements could greatly reduce employees' turnover intentions. Inflexible and out of date appraisal systems could serve as a hindrance in producing plausible promotional and developmental openings for hotel workers (Aspridis et al., 2012). Accordingly, this research will examine the following second research question and hypothesis:

Research Question 2: What is the relationship between performance appraisal and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

- H2. Hotel employees who perceive the performance appraisal system to be fair will experience reduced levels of turnover intentions in comparison to those who do not.
- H2<sub>0</sub>: There is no significant relationship between performance appraisal practices and fulltime employees' turnover intentions in the Nevada and New York hotel industries.
- H2<sub>a</sub>: There is a significant relationship between performance appraisal practices and fulltime employees' turnover intentions in the Nevada and New York hotel industries.

Scholars concur one of the fundamental variables influencing retention is financial compensation and benefits (Watty-Benjamin et al., 2014). Larkin et al. (2013) added that innovative attractive employee compensation and benefit packages were factual tools to retain employees in the hotel sector. Schreurs et al. (2013) pinpointed a strategically significant and negative association among higher paying compensation packages and voluntary turnover rate among studied hotels. Guenter et al. (2013) found, however, that conclusions differ

concerning the relevance of pay in decreasing turnover rates among hotel workers. To examine this issue in greater detail, the third exploratory question and hypothesis were inscribed as follows:

Research Question 3: What is the relationship between compensation and benefits and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

- H3. The level of employees' satisfaction with their compensation and benefits is inversely linked to turnover intentions for fulltime hotel workers in the Nevada and New York hotel industry sectors.
- H3<sub>0</sub>: There is no significant relationship between compensation and benefits and fulltime employees' turnover intentions in the Nevada and New York hotel industries.
- H3<sub>a</sub>: There is a significant relationship between compensation and benefits and fulltime employees' turnover intentions in the Nevada and New York hotel industries

Rowan (2014) revealed the existence of a strong correlation between supervisor characteristics and employees' retention. The author stated workers yield the most innovative results when worked together on the most complexing, thought-provoking assignments and receive supportive supervision that was non-controlling. Nieves et al. (2016) mentioned that supervisors who were supportive inspire employees to verbalize concerns, offer constructive and primarily informational criticism, to include the facilitation of workers' personal skill development. Kim (2012) found that job-related communication between supervisors and their employees indirectly decreased emotional tension and amplified workplace satisfaction through the reduction of role uncertainty. This research examines the association amongst supervisory communications and hotel workers' turnover intentions by assessing the following fourth research question and hypothesis:

Research Question 4: What is the relationship between supervisory communications and fulltime employees' turnover intentions in the Nevada and New York hotel industry sectors?

- H4. The extent to which supervisors communicate with subordinates is adversely associated with turnover intentions among Nevada and New York hotel employees.
- H4<sub>0</sub>: There is no significant relationship between supervisory communications and fulltime employees' turnover intentions in the Nevada and New York hotel industries
- H4<sub>a</sub>: There is a significant relationship between supervisory communications and fulltime employees' turnover intentions in the Nevada and New York hotel industries.

### **Data Analysis**

Version 23 of the Statistical Package for Social Sciences (SPSS) software was used to gather the data for this study. Version 23 of the SPSS software represents the latest release on the market. This version allowed the user to gain deeper predictive insights based on the multiple datasets in the study. The SPSS statistical software was also useful for generating presentation-ready output quickly and easily. Additionally, SPSS software is a useful tool for creating descriptive presentations based on the study's non-parametric analysis, statistical information, reliabilities, and correlations (Kim, 2012).

Another major usage of the SPSS software is that it had the capability for computing Spearman's rank correlation test (Corder & Foreman., 2014; Lehman, 2005). The Spearman's rank correlation coefficient allows the user to compare how effective the association concerning two variables may be investigated with the use of a monotonic (rank order) application (Abidin, & Cakir, 2014; Russell & Norvig, 2010). More precisely, the Spearman's rank correlation test is described as a non-parametric rank based tool capable of

determining the relationship between two variables that were calculated using a measuring instrument that is at minimum ordinal (Abidin et al., 2014; Bonett, 2008; Ornstein & Lyhagen, 2016; Zhang, 2015). Ordinal scales arrange items assessed to ascertain whether items hold additional, fewer, or equal quantity of the variable assessed (Coffman, Maydeu-Olivares, & Arnau, 2008; Kemp & Grace, 2010; Redyoga, & Yaremchuk, 2014).

Chok (2010) stated the Spearman rank correlation coefficient does not accept traditional means regarding data distribution. The test is generally based on assumption that data necessitate at minimum an ordinal scale and outcomes pertaining to at least one variable were monotonically correlated to the next variable. The Spearman's rank standard was used in this research to regulate the level of association between variables being measured (Chok, 2010).

Spearman's rank correlation testing was suitable for the research because it was able to explore the association amongst more than two self-regulating variables among the dependent variable. The Spearman's rank correlation test was also appropriate for analyzing the data because the test assumes independence within each variable; a mutual independence exists among the variables, and assumes each variable measurement scale is at least ordinal.

Conducting a nonparametric analysis of this nature was a common practice among numerous scholars who had used ordinal data in the past to conduct studies. Ordinal data analytical tools were useful to researchers for investigating data not normally distributed nor meet the requirements of being interval or ratio data (Coffman et al, 2008; Corduas, 2015; Figini, & Giudici, 2013; Maier, 2012; Shieh, 2006).

Fisher (1915) developed a transformation presently referred to as the *Fisher's z'* transformation that converts the Spearman's rank correlation coefficients to a customarily

dispersed variable  $z'$ . The precise formula for the conversion is:  $z' = .5[\ln(1+r) - \ln(1-r)]$ . The Fisher's  $z'$  method computes assurance intervals on nonparametric relationship testing and for levels of significance on the association among coefficients (Yuan et al., 2013). The Fisher  $z$ -transformation was used in this study to help determine the distribution of the  $z'$  statistics in the Spearman's rank correlation testing if (a) the distribution was standard and (b) it possessed a normal error of the mean (Bond, 2004; Fisher, 1921; Yuan et al., 2013).

### **Reliability and Validity**

Scholarly studies require valuation of the reliability and validity of facts used to conduct actual statistical analysis of research. Both reliability and validity must be included for acknowledgement that the findings were a noteworthy contribution to present literature. After assessment of each variable, the researcher evaluated measures of each construct for reliability and validity. Next, reliability coefficients for each construct were tested and compared against similar findings after calculating the Cronbach's alpha values (Kim, 2012). Both reliability and validity of the research instrument were assessed in the field test and pilot research.

#### **Reliability**

Reliability estimates are useful for evaluating (a) how stable measures being administered are at various times based on applying the same standard to the same persons or (b) using similar groups of elements from identical measure (inside consistency) or from multiple participants recording an attitude or activity with use of the same instrument (interrater reliability). A reliability coefficient is generally measured from 0.00 to 1.00. A greater number of coefficient indicates a greater amount of reliability.

Two different questionnaires were used in Agrusa and Lema's (2007) study to construct a reliable survey instrument that measured employee perceptions of the organization's supervisory communications. The researcher ran a reliability analysis after merging similar administrative and coworker reports, subsequently a Cronbach's reliability alpha of 0.92. In addition to several demographic inquiries, the instrument comprised Likert-scaled queries where 1= *strongly disagree*, 2=*disagree*, 3=*neither disagree nor agree*, 4=*agree*, and 5=*strongly agree*. The questions were created to provide a complete assessment of the supervisor's professed degree of managerial skills and management qualities. Based on findings, a few assumptions were determined regarding managerial and nonmanagerial workers. Supervisors and non-supervisors had alike insights of auspicious managerial styles. The supervisors and the non-supervisors had a higher correlated association of arrangement on matters of management styles, which showed a positive contribution to their organization's low rate of turnover. With a lower turnover rate, training cost for new hires was less and consequently established an immediate positive influence on an organization's net income (Agrusa & Lema, 2007).

Katou and Budhwar (2006) led a research on HRM arrangements and administrative performance in which various organizational performance variables were used to measure the viewpoint regarding a professed evaluation based on the business's performance on a Likert measurement extending from 1=*very bad* to 5=*very good*. All Cronbach alpha scores (0.9288) were beyond the recommended reliability stage of 0.70. Identifying the possible irregularities with self-reporting procedures, the study asked participants to promote performance during the last three years. The period ensured validity and reliability of indices and minimized casual variations and irregularities of the statistics (Katou et al., 2006).

Cronbach's alpha is mostly appropriate for summative assessment, for instance, work-and-family-life measurements, or observations of day-to-day activity assessments. The authors revealed if no other changes occurred, then the list of items representing a summated assessment was greater and the Cronbach's alpha was higher. Kimberlin and Winterstein (2008) noted this served as one of the primary reasons why using a single item to assess a construct was never ideal. Therefore, the researcher analyzed multiple items in the study to measure each variable against the dependent variable (see appendix A). Kimberlin et al. (2008) also stated using several items to assess a construct helps to better determine the reliability coefficient, and generally, increases the reliability or accuracy of the instrument. In similar research, Kim's (2012) Cronbach's alpha for all dependent variables was 0.83. The result was similar to the findings in Altarawneh et al.'s (2010) and Bonett and Wright (2015) empirical research. The Cronbach's alpha for the two independent items assessed in Kim's (2012) research was 0.81. The result was also consistent with Radzi, Ramley, Salehuddin, Othman, and Jalis' (2009) and Bonett et al. (2015) Cronbach's alpha values and analysis. The consistency in each finding gave credence that a Cronbach's alpha of 0.70 or larger was appropriate for quantitative research of this kind. The findings in Kim's (2012) and other similar studies were assessed to compare the Cronbach's alpha for the list of items assessed in regard to the current study.

## **Validity**

A field test was administered prior to collection of all data for investigation of the present research to authenticate the validity of the research instrument. Kimberlin and



Winterstein (2008) specified validity was significant to researchers because although the data may be reliable it might still be invalid for the suggested hypothesis under investigation. Validity is frequently described as the degree to which a measurement assesses what it intends to analyze (Cooper & Schindler, 2014). Based on Abowitz and Toole's (2010) research, validity was not only viewed as the extent to which a measurement analyzes what it was designed to analyze but for an instrument to be valid, it must also perform as it was designed to perform. In other words, based on the measures performed, accurate and clearly precise decisions should be possible from the sample being used to represent the complete population. The authors stressed that validity necessitates an instrument should be consistent and dependable. Likewise, a survey instrument might be considered reliable but not valid (Kimberlin & Winterstein, 2008). For example, a multiple-choice test designed to assess the advising expertise of hotel workers might produce trustworthy scores, but it could potentially assess an understanding of effective customer service instead of the capability for employees to converse efficiently with guests and make appropriate recommendations to fulfill guests' satisfaction. Regarding the validity of a survey instrument, validity is not considered a characteristic of the assessment itself. As an alternative, validity relates to the degree in which the explanations of outcomes of an assessment are justified, contingent on the assessment's projected use (that is, an assessment of the underlying hypothesis) (Kimberlin et al., 2008).

Yang (2008) created his survey instrument based on items already validated based on preexisting instruments. The instruments were broadly active within the fields pertaining to HRM, organizational behavior, socialization, and instruments demonstrating validity and reliability. The resulting measures were presumed to certify the credibility, validity, and

reliability of the modified questionnaire. Initially, the researcher organized a focus group consisting of five persons to conduct a field test of the new instrument. Each respondent had confirmed bachelor's degree to include at least 3 years of managerial hotel experience. In addition, the survey instrument was evaluated using participants in junior and mid-level managerial positions to include front-desk workers from worldwide hotels based in Taiwan. The procedure was implemented to identify any weakness in structure and context and to determine the possibly important issues that may unintentionally been overlooked. The pre-test was also conducted to establish whether participants clearly comprehend the items pertaining particularly to the words and connotation of each survey item. The questionnaire was modified considering the outcomes of the preliminary data analysis. The items measured in the instrument were assessed using a seven-pointer Likert scale with scales extending from 1 = *strongly disagree* to 7 = *strongly agree*; the response procedure for personal knowledge-seeking conduct and workplace strain assessments was a seven-pointer scale extending from 1 = *never*, 2 = *very low* to 7 = *always*. Based on the procedures used to evaluate his instrument, Yang (2008) could develop a reliable and well-validated instrument for his study.

The researcher had an obligation to pinpoint the basis for any measurement error that could potentially cause misinterpretation of the outcome of a score and establish reliable research methods that will not only prevent errors but also prevent misinterpretation (Bonnett et al., 2015; Kimberlin et al., 2008). Conducting a pilot test on an instrument helps to identify such errors. The instrument developed for the current study, therefore, was field tested followed by a pilot-study to meet objectives of reliability and construct validity. The questionnaire will then be refined to minimize all possible measurement errors before conducting the actual study.

## **Ethical Considerations**

The research was conducted and upheld to the highest ethical standards as outlined by the CITI exam and Bailey's (2014) ethical principles for dealing with human subjects. Prior to participating in the actual study, the observers became knowledgeable of freedom to freely remove themselves from the research at any time and were under no obligation for participating in the research. Participants were also assured that no compensation was paid for participation. More importantly, the participants' identity will remain completely private. No bias nor researcher error was intentionally introduced in the research (AOM, 2014).

Complete approval from the Capella Institutional Review Board (IRB) was granted prior to conducting the actual data collection, pilot, and field testing for the research. The researcher will ensure complete privacy and protection of all participant information. During collection of all demographic data and other personal information, the researcher will ensure careful consideration to protect all participant information. The researcher will also take the necessary measures to completely avoid exposure of participant personal data in public records and documents or the analysis of personal information by others (AOM, 2014). The following chapter will discuss and analyze the study's findings.

## CHAPTER 4. RESULTS

### Introduction

The researcher conducted a quantitative nonparametric survey of HR practices impacting hotel employees' turnover intentions in the Nevada and New York State hotel industries. Fulltime hotel employees from both regions received invitation through Qualtrics (an online marketing research company) to take part in the research. The participants were surveyed from September 20, 2016 to September 28, 2016. The survey participants included 435 (215 from Nevada and 220 from New York State) fulltime hotel employees.

This report presents the survey findings in question and answer format. The data were prepared and aggregated through the Statistical Package for the Social Sciences (SPSS) software. SPSS is computerized software used to provide analytical and statistical information (Laerd, 2014). The software was a suitable method for testing the significant relationship between variables. SPSS permits the use of detailed data admission and research, investigative analysis, illustrations, and possesses the capability for computing the Spearman's rank correlation coefficient used throughout this study (Corder & Foreman., 2014; Lehman, 2005).

The main data collected in this research were gathered with the use of a self-administered questionnaire divided into four sections. The same questionnaire was used to collect data in both target areas. Section I of the questionnaire included an assessment of hotels locations and hotel ratings. Section II contained the dissimilar demographic characteristics of the participants. The demographics comprised gender, age group, educational and income level, and number of years working for current employer. The demographic inquiries were analyzed using multiple-choice, contrasting, range and interval

response arrangements. Section III of the questionnaire contained questions eliciting data regarding the frequency and type of training and developmental programs offered to hotel employees, the types of advancement opportunities available to employees, and how often employees think about quitting their current job. Section IV was the last segment of the questionnaire. This section elicited the respondents' perceptions of the HR practices currently used within their organizations. A Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) was designed to construct questions in section IV. A Likert scale in this instance was preferred for constructing questions because it was moderately suitable for creating, collecting, and analyzing survey data (Kothari, 2008, Lewis, 2014; Lockwood, 2006; Monks, 2012; Shukla, Srinivasan, & Chaurasia, 2013; Strojilova & Rafferty, 2013; Tariq, Ranzam, & Riaz, 2013).

The first segment of chapter 4 explains thoroughly the data collection process and the results of each item analyzed in the self-administered questionnaire. The collected data were examined using both published and unpublished journal articles, theses, dissertations, and technical studies. These sources of literature came from multidisciplinary and scholarly online databases such as ScienceDirect and EBSCOhost Web. Supplementary sources of literature include ProQuest, Scopus, and Capella Online Library databases. The second segment of chapter 4 describes in detail the differentiation and unique characteristics of each sample group who participated in the study followed by a step-by-step explanation of the procedures used to conduct both field and pilot study as part of this research. Next, the researcher assessed each item of the survey instrument to determine validity and reliability to the measures. Following descriptive statistics, p-values, standard deviations, means, reliability, and t-stats were calculated to compare the findings of each survey item between

both sample groups (Table 14). In the final segment, the researcher tested each hypothesis using the Spearman's rank coefficient and chi-square test (Hannerz, Dalhoff, Burr, Latza, 2014; Stattrek, 2016). Both methodologies allowed the researcher to determine associations between the instrument items and to measure to what extent each HRM practices impacts the variance in the dependent variable (employees' turnover intentions) (Wheelock et al., 2013). Chapter 4 closes with a summary of the results based on each of the four HRM practices investigated in this study and described any consistency or differentiation between the present findings to previous scholarly literature.

To raise the number of responses, the researcher used only 21 questions on the survey. The questions were written with a great degree of simplicity, clarity, typical vocabulary, and did not elicit personal information. The questions were wide-ranging to meet all employee academic levels. The research populace consisted solely of fulltime non-managerial hotel workers employed in the western and eastern regions of the United States hotel industry. The sample quota includes fulltime hotel employees from the states of Nevada and New York. To ensure the sample was reliable and accurate, two quota controls were set in place: (a) the sample of fulltime hotel employees was limited to Nevada and New York State target areas only and (b) the proportion of participants in each sample group were limited to only fulltime hotel employees (top executives and senior managers excluded).

## **Data Collection Results**

The study used a random sampling technique as an appropriate measure for collecting the data. The researcher chose the random sampling method to gain a satisfactory sample size. The original sample size was limited to two cities located within different geographical areas of the United States. The first two cities proved inadequate for meeting the required number of participants (500) needed to conduct an appropriate data analysis. Due to the inability to recruit the specified number of respondents in the initial cities under consideration, the researcher chose two different sample areas from the western and eastern regions of the United States (Nevada and New York State, respectively) to attain the desired sample size (Altarawneh et al., 2010). The sampled workers completed their questionnaires online at their own pace using the Qualtrics survey website. This technique allowed respondents to complete the survey in a more personal and objective environment without peer pressure or any persuasion from coworkers or supervisors.

The hotel industry in both sample groups had an extensive worker base attributable to a wide assortment of departments ranging from security, front office, housekeeping, marketing and sales, human resources, accounting, night audit, reservations, and management. Each respective section of the organization included an assorted collection of workers regarding age, ethnicity, education and gender. Although participants' responses might have limited perceptions of the sampled employees to those working only in Nevada and New York State, several stipulations could still be achieved. The controls incorporate the insights of hotel sector status of employees working in the western and eastern regions of the country, the complete managerial environment (policies and practices) to include the inside administrative values or culture. Furthermore, by identifying the collective agreements of workers who intermingle directly with the HRM practices on a continuous basis, distinguishable inferences

within the framework of the business culture could be identified. Thus, providing a thorough examination of employees' perceptions of the HRM practices influencing the employee turnover rates in both sample groups was the outcome of the research.

The questionnaire in this study was field tested for clarity and length by using the verification of three practitioners with terminal degrees within the HR arena. The academics reviewed the questionnaire and provided an expert opinion on the length and depth of the material and the appropriateness of the questions being asked. The modified questionnaire, based on the experts' review, was used to administer a pilot study. The pilot study results were understood without difficulty by the participants and suitable for conducting the full-length research.

The pilot test was completed through the Qualtrics online survey company. Qualtrics contacted participants online by e-mail and asked each respondent for their consent and participation in the research. A total of 40 respondents completed the pilot study. Following the closure of pilot test, questionnaires were distributed online through Qualtrics to 1,000 fulltime hotel workers employed in the New York and Nevada regions of the United States. Of the 1,000 participants, 500 responded to the survey. Respondents completed only 435 of the 500 surveys in its entirety and deemed useful for analysis, resulting in an 87% response rate.

Furthermore, appraising the reliability and validity of survey items is vital when substantiating an instrument's worth (Alumran, Hou & Hurst, 2012). The Cronbach's alpha values for the calibrations in this study ranges from 0.711 to 0.944, signifying acceptable reliability regarding the Likert scales use throughout the research (Bonett & Wright, 2015). Furthermore, the overall Cronbach's alpha coefficient was 0.94. These outcomes substantiate



the capability of the measures in verifying the reliability and validity of the variables observed through this research. The reliabilities of the Likert scales are shown in Table 15. Expert reviews and pre-testing attained face and content validity of the questionnaire as discussed above. Construct validity of the Likert scale was explained through confirmatory factor analysis. The outcomes showed no cross loadings between constructs; henceforth, the four extrinsic HR practices under investigation were recognized as being pertinent towards retaining employees working in the Nevada and New York State hotel industries.

Moreover, the researcher measured convergent validity by computing Spearman's rank correlation coefficients among the Likert-scales and employees' turnover intentions. The outcomes based on the Spearman's rank correlation analysis (see Table 15) indicated significant and positive associations among all variables analyzed, which provided a suggestion of factor convergence. Furthermore, convergent validity was unintentionally examined based on an examination of Cronbach's alpha values. The higher alpha values ( $\geq 0.94$ ) echo the level of consistency among the measured items, which serves as an indicator of convergent validity (Bonett et al., 2015). Predictive validity was assessed using regression and Spearman's rank correlation analysis. Causality was assessed using the four HR practices with turnover intentions (Table 15). Likewise, the results of the research confirmed causality between the HRM practices and employees' turnover intentions (Table 15), thus sanctioning the presence of satisfactory degrees of predictive validity in the present research.

### **Descriptive Analysis**

The objective for the research was the examination of relationships (if any) between four HRM practices and workers' turnover intentions in the U.S. hotel industry. The researcher conducted the study using a quantitative approach. The projected sample for this research was 500 participants. The actual sample that completed the survey comprised 435 fulltime workers employed in the Nevada and New York State hotel industry. The study divided respondents into two distinct categories; one category contained 215 (49%) fulltime hotel employees employed in the western state of Nevada. Group number two consisted of 220 (51%) fulltime hotel employees working in the eastern state of New York.

The measurement scales used in this research were nominal and ordinal scales, which are both nonparametric scales. SPSS version 23 software performed data examination. The independent variables comprising training and development, performance appraisal, compensation and benefits, supervisory communication along with employees' turnover intention (dependent variable) were nonparametric. The nonparametric measurement scale made it suitable to test the hypothesis on each variable using the Spearman's rank correlation coefficient.

### **HRM Practices**

The researcher modified measurements used to assess HRM policies and practices based on Kennett's (2013) initial study to meet the desired framework of this study. The measurements were used in previous research (Altarawneh et al., 2010; Bureau of Labor Statics, 2015; Dusek, Ruppel, Yurova, Clarke, 2014; Fox, 2012). The study analyzed four HRM practices using an ordinal scale to determine whether the specific practices were employed within the targeted organizations. The four practices were training and

development, performance appraisal, compensation and benefits, and supervisory communications.

### **Turnover Intention**

The research used an eight item, five-point Likert scale to assess employees' turnover intentions, the dependent variable. The replies fluctuated between 1 (*strongly disagree*) and 5 (*strongly agree*). Each question requested participants to specify their level of repeated amount of thoughts regarding vacating and looking for alternative work. This Likert scale was used in prior associated research (for example, AlBattat & Som, 2013; Altarawneh et al., 2010; Hemdi & Mohd, 2008; Kennett, 2013; Robinson & Beesley, 2010). The following three sections of the self-administered questionnaire used in the study are analyzed below:

### **Section 1 (Hotel Information)**

The researcher used frequency distribution tables in section I to examine the respondents' demographic statistical data. The intent was to highlight a strong distinction of the various outcomes between Nevada and New York State hotel employees' analytical data. Such analysis includes differences between respondents' gender, age, education and income level, language proficiency, length of employment with present employer, and time working in the hotel industry.

Of the 215 participants from Nevada, 78 (36%) were supervisors and the remaining 137 (64%) nonsupervisory employees. In New York State, 74 (34%) of the 220 respondents were supervisors and the remaining 146 (66%) represents nonsupervisory employees. Overall, 152 (35%) of the 435 participants were supervisors and 283 (65%) represented nonsupervisory employees. Top executives and hotel managers were excluded from participating in the study to obtain a clearer picture from the regular employees on how their

perceptions of the HR practices within their organizations were influencing their decisions to leave or remain working with their current employer.

In the first enquiry, participants were requested to evaluate their hotels from 1 to 5-stars. In Nevada, most of the participants (100) specified working in 4-star hotels, which represented 46.51% of the Nevada hotel category (Table 1). Conversely, most of the respondents in New York State (90) affirmed they work for a 3-Star employer, which represented 40.91% of the New York State hotel category. The second highest category of hotel ratings in the Nevada region was 3-stars category, representing 35.81% of the overall Nevada hotel group and only 2 (0.93%) respondents from the same region work in hotels within the 1-star category. In contrast, the second highest hotel rating in New York State falls within the 4-star category representing 80 or 36.36% of the industry's overall ratings. Furthermore, five (2.27%) respondents indicated they work for hotels within the 1-star category in New York State. Table 1 shows that more Nevada hotel employees were employed in 4-Star or higher rating hotels than New York State employees.

Table 1. Hotel Categories Rated from 1 to 5 Stars

Hotel Rating	Nevada		New York State		Total
1 Star	0.93%	2	2.27%	5	7
2 Stars	5.12%	11	8.64%	19	30
3 Stars	35.81%	77	40.91%	90	167
4 Stars	46.51%	100	36.36%	80	180
5 Stars	11.63%	25	11.82%	26	51

## Section II (Demographic Information)

Of the 435 respondents who completed the survey, 124 (28.51%) were males and 311 (71.49%) females. In Table 2, 55 (25.58%) male respondents participated in the state of

Nevada to include a total of 160 (74.42%) females. A total of 69 (31.36%) male participants and 151 (68.64%) female participants participated from New York State. Table 2 reveals that a much larger number of female than male employees occupy both Nevada and New York State hotel sectors.

Table 2. Demographic Profile of Hotel Employees by Gender

Gender	Nevada		New York State		Total	
Male	25.58%	55	31.36%	69	28.51%	124
Female	74.42%	160	68.64%	151	71.49%	311

In question 3, the study divided respondents into five age groups as shown in Table 3. Overall, 14.25% participants were within the 18 to 25 age group, 43.68% (the highest category) were between 26 to 35, 19.08% between 36 to 45, 14.71% between 46 to 55, and lastly 8.28% of respondents were over age 56. In Nevada, most of the respondents (41.40%) were within 26 to 35 age group followed by 18 to 25 age group (20%).

Table 3. Demographic Profile of Hotel Employees by Age Group

Age Group	Western Sector		Eastern Sector		Total	
18 - 25	20.00%	43	9.00%	19	14%	62
26 - 35	41.00%	89	46.00%	101	44%	190
36 - 45	16.00%	35	22.00%	48	19%	83
46 - 55	15.00%	33	14.00%	31	15%	64
56 and above	8.00%	15	9.00%	21	8%	36

Likewise, the highest category of hotel workers in New York State (45.91%) were also within the 26 to 35 age group. The second highest category of New York State hotel employees however, were within the 36 to 45 age group. The results revealed a larger percentage of younger hotel employees were occupying the Nevada job positions than those in New York.

In Table 4, only 2.07% of combined respondents had below a high school certificate or GED. A total of 28.28% of respondents had a high school diploma or GED (representing the second highest educational level for overall hotel employees). Over 20.91% had a GED plus some college, 39.31% completed undergraduate studies and 9.43% finished post-graduate school. Comparatively, when combined, Table 4 showed Undergraduate Studies were the highest educational category (39.31%) for both Nevada and New York State respondents. Both sample groups also had workers with high school diploma or GED (28.28%) as the second highest educational category, followed equally by respondents with GED plus some college in third place with 20.92%. Overall, the results show that most of the participants from both target areas had some form of high school or undergraduate educational background, which was generally an acceptable entry level requirement for working in the hotel industry (Ariffin & Ha, 2014).

Table 4. Demographic Profile of Hotel Employees' Educational Level

Educational Level	Nevada		New York State		Total	
Some High School	1.40%	3	2.73%	6	2.07%	9
High School Diploma or GED	28.37%	61	28.18%	62	28.28%	123
GED plus some college	22.33%	48	19.55%	43	20.92%	91
Undergraduate School	38.14%	82	40.45%	89	39.31%	171
Post Graduate School	9.77%	21	9.09%	20	9.43%	41

In question 5, participants were requested to specify the period employed with their current employer. Table 5 identified most respondents from Nevada 68 (31.63%) were employed with their present hotelier for below 3 years. In the second highest category, 60 (27.91%) Nevada respondents indicated they had been working with their employer between 4 to 9 years. A total of 49 or 22.79% stated their employment status was less than one year. In

comparison, of the hotel respondents in New York State, 70 (34.09%) fell within the 4 to 9 years' category (representing New York State's highest percentage rating). New York State respondents working between 1 to 3 years with their current employer (31.82%) fell within the second highest category. Only 27 (12.27%) New York State employees indicated working with their present hotelier below one year in comparison to 49 (22.79%) Nevada respondents working in the same category. The results revealed that New York State hotel employees tend to remain longer with their current boss (thus a lower turnover rate) than Nevada hotel workers.

Table 5. Demographic Profile of Hotel Employees Length of Years Employed with Present Employer

Years of Employment	Nevada		New York State		Total	
Less than 1 year	22.79%	49	12.27%	27	17.47%	76
1 - 3 years	31.63%	68	31.82%	70	31.72%	138
4 - 9 years	27.91%	60	34.09%	75	31.03%	135
10 - 15 years	12.09%	26	12.73%	28	12.41%	54
16 years and over	5.58%	12	9.09%	20	7.36%	32

In question 6, respondents responded to the amount of period working within the hotel industry. Sixty-eight (31.63%) respondents in Nevada indicated they had been working with their current employer from 1 to 3 years. In New York State, the highest category of 31.03% (75) indicated working in the hotel industry for over 49 years.

Of the remaining 4 categories, 51 (11.72%) indicated working less than one year in the industry, 24.14% specified 1 to 3 years, 79 (18.16%) stated 10 to 15 years, and 55 (12.64%) disclosed having over 16 years of experience working in the hotel industry. Table 6 illustrated a much larger percentage of respondents from New York State (50 or 22.73%) had been working within the industry for over 10 to 15 years in comparison to Nevada hotel

employees (29 or 13.49%). Moreover, the remaining employees shared closely related figures such as 52 (24.19%) from Nevada and 53 (24.09%) from New York State working in the 1 to 3 years' category. Likewise, 28 (13.02%) and 27 (12.64%) of employees with 16 years or more of experience worked in the Nevada and New York State hotel industries respectively.

Table 6. Demographic Profile of Hotel Employees number of years working within Hotel Industry

Years in Hotel Industry	Nevada		New York State		Total	
Less than 1 year	12.09%	26	11.36%	25	11.72%	51
1 - 3 years	24.19%	52	24.09%	53	24.14%	105
4 - 9 years	37.21%	80	29.55%	65	33.33%	145
10 - 15 years	13.49%	29	22.73%	50	18.16%	79
16 years and over	13.02%	28	12.27%	27	12.64%	55

Table 7 revealed that a majority of the respondents from both hotel industries (218 or 50.11%) earned less than \$10,000 per month in wages (which was the lowest wage category). Notably, the second highest category (131 or 30.11%) of respondents in both target areas earned over \$20,000 per month in wages. This outcome suggested that the second category likely represents employees in supervisory positions with over 4 to 9 years of experience working in both sample groups. Only 45 or 10.34% of all respondents in the third category indicated receiving \$11,000 to \$15,000 in wages per month. The lowest category of income earners in both groups was 41 or 9.43% and fell within the \$16,000 to \$20,000 income level. None of the wage categories revealed any significantly higher income bracket in either of the states under analysis, which would suggest hotel employees in Nevada and New York State received similar wages based on the length of period employed with their present boss and period of experience working in the hotel sector.



Table 7. Demographic Profile of Hotel Employees Income Level

Income Level	Nevada		New York State		Total	
Below \$10,000	51.16%	110	49.09%	108	50.11%	218
\$11,000 - \$15,000	10.70%	23	10.00%	22	10.34%	45
\$16,000 - \$20,000	8.37%	18	10.45%	23	9.43%	41
above \$20,000	29.77%	64	30.45%	67	30.11%	131

Table 8 highlights the number of respondents and the percentages of how many employees work in each position of the Nevada and New York State hotel industries. The results showed the highest category as 148 (34.22%) of the respondents in both states work in Front Office or Hotel Reception. The largest work position was followed by 66 or 15.35% in Housekeeping, 60 or 13.79% in Food and Beverages, 57 or 13.10% in Marketing and Sales and 31 or .07% in Human Resources. The remaining positions, which encompass all aspects of the hotel industry work positions, are illustrated in Table 8.

Table 8. Demographic Profile of Hotel Employees Job Positions

Demographic Variable:	Total	Percent of Respondents			
		Nevada		New York State	
Department:					
Front Office	148	34.88%	75	33.95%	73
Housekeeping	66	15.35%	33	15.35%	33
Maintenance	6	1.40%	3	1.40%	3
Food and Beverages	60	10.23%	22	17.67%	38
Marketing and Sales	57	14.42%	31	12.09%	26
Human Resources	31	7.91%	17	6.51%	14
Accounting	15	3.26%	7	3.72%	8
Administration	1	0.00%		0.47%	1
Assistant GM	1	0.47%	1	0.00%	
Travel Agent	2	0.47%	1	0.47%	1
Reservations	5	1.40%	3	0.93%	2
Cashier	1	0.47%	1	0.00%	
Security/Surveillance	3	0.47%	1	0.93%	2
Customer Service	6	0.93%	2	1.86%	4
Training	1	0.00%		0.47%	1
General Manager	5	1.86%	4	0.47%	1
Bellhop/Bellman/Doorman	4	0.47%	1	1.40%	3
Casino Services	2	0.93%	2	0.00%	
Chef	2	0.47%	1	0.47%	1
Information Technology (IT)	1	0.47%	1	0.00%	
Club Lounge	1	0.00%		0.47%	1
Conference Services	1	0.00%		0.47%	1
Bus Driver	2	0.47%	1	0.47%	1
Guest Relations	2	0.47%	1	0.47%	1
Operations	1	0.47%	1	0.00%	

Table 8. Demographic Profile of Hotel Employees Job Positions (continued)

Demographic Variable:	Total	Percent of Respondents			
Special Projects	1	0.00%		0.47%	1
Audio/Visual	1	0.00%		0.47%	1
Concierge	2	0.47%	1	0.47%	1
Laundry	1	0.47%	1	0.00%	
Night Auditor	1	0.00%		0.47%	1
CPO	1	0.47%	1	0.00%	
Sales Coordinator	2	0.47%	1	0.47%	1
Host	1	0.47%	1	0.00%	
Grill Cook	1	0.47%	1	0.00%	
Total	435		215		220

### Section III (Independent Variables - HRM Practices)

Section III of the questionnaire focused on questions designed to answer whether employees were receiving the HR practices under investigation in this study within their organizations and the frequency in which these practices were being received. Table 9 illustrated the frequency of the training sessions received by respondents in both hotel sectors. The results indicate that over 362 or 83.22% of all hotel employees in both sectors receive some form of training throughout their tenure with current employer. Seventy-five (34.88%) respondents from Nevada and 81 (36.82%) from New York State specify most of their training was conducted on a quarterly basis. In addition, 51 (23.72%) of respondents from Nevada and 34 (15.45%) respondents from New York State mentioned training was only provided on a yearly basis. Conversely, 29 or 13.49% of Nevada respondents and 44 or 20.00% of respondents from New York State specify they had received no training since working with their employer. Likewise, an equal number of 13 or 6.00% of the participants

from both sample groups indicated that the training received was typically different from the monthly, quarterly, or annual training received by most of the other hotel employees. For example, of the 13 respondents from Nevada who indicated different forms of training, seven stated the only training they had received was once upon being hired for the position. The other six respondents from Nevada who received other forms of training indicated the training was only provided on a random or as-needed basis. Similarly, in New York State, four of the 11 respondents who indicated other forms of training actually received training only once—when hired for the position. Only one respondent reported receiving weekly training from New York State. The remaining six New Yorkers who received other forms of training asserted that similarly to Nevada employees, training was only conducted as needed or whenever new equipment was being received.

Table 9. Number of Training Sessions received by Hotel Employees

Training Sessions	Nevada		New York State		Total	
Monthly	22%	47	22%	48	22%	95
Quarterly	35%	75	37%	81	36%	156
Yearly	24%	51	15%	34	20%	85
None	13%	29	20%	44	17%	73
Other (Please specify)	6%	13	6%	13	6%	26

Table 10 focused on the type of training provided to employees within the two target areas. In question 10, each employee was instructed to select all the training methods offered within his or her organization. Overall, most of the respondents (326 or 42.23%) in both sample groups identified on-the-job training as the main type of training received within their organizations. Other training, ranging from lowest to highest, included simulation exercises (71 or 9.20%), seminars (90 or 11.66%), formal lectures (101 or 13.80%), and computer base

training (176 or 22.80%). Several respondents specified receiving other forms of training as well, such as coaching sessions, staff meetings and reading materials, representing 8 or 1.04% of the target groups. No significant differences existed between the training sessions received in both sample areas, which suggested hotel employees were generally given the same type of training across the board regardless of location. De Lollis (2006) stated on-the-job training was the preferred method across the wider lodging industry because it allowed hotel workers to think on their own and make independent decisions in lieu of guests need. Employees were trained to shift away from the traditional standardized statements hotel employees generally stated irrespective of whether guests seem joyful, annoyed, exhausted, or hurried. Employees were able to express and vocalize their own personalities, thus helping visitors in a more impressive and less conservative behavior. These practical approaches allowed workers to show appreciation for whom their customers are, for visiting the hotel, and to address in advance their needs to ensure complete customer satisfaction. The innovative method aims at building distinguishing business cultures to not only add to the organizations revenue but keep customers pleased and devoted towards revisiting the organization (De Lollis, 2006).

Table 10. Types of Training Sessions Received within Nevada and New York State Hotel Industries

Types of Training Sessions	Nevada		New York State		Total	
	%	Count	%	Count	%	Count
Seminars	20%	44	21%	46	21%	90
On-the-job training	75%	161	75%	165	75%	326
Simulation exercise	16%	34	17%	37	16%	71
Formal lectures	24%	51	23%	50	23%	101
Computer base	42%	90	39%	86	40%	176
Other (Please specify)	2%	5	1%	3	2%	8

Table 11 illustrates over 358 (82.28%) respondents from both target groups received some form of performance appraisal since working with their current employer. The highest rating (192 or 44.14%) of respondents indicated they received performance appraisal on an annual basis. Only 44 or 10.11% of respondents stated their performance evaluations were done monthly. A total of 111 or 25.52% respondents revealed receiving performance appraisal quarterly with 77 or 17.70% stipulating no evaluations received since working with their current employer. In Nevada, 19.53% of participants indicated receiving no formal performance appraisal during their tenure with current employer. Similarly, 15.91% of New York State participants mentioned no formal training since working with their current hotelier. A total of 11 or 2.54% respondents in both target groups detailed other frequent methods of performance appraisal being received, such as weekly or every six months.

Table 11. Frequency of Hotel Employees Performance Appraisal in Nevada and New York State Target Areas

Frequency of Performance Appraisal	Nevada		New York State		Total	
Monthly	11%	23	10%	21	10%	44
Quarterly	23%	50	28%	61	26%	111
Yearly	45%	96	44%	96	44%	192
None	20%	42	16%	35	18%	77
Other (Please specify)	2%	4	3%	7	3%	11

In question 12, respondents were asked to select more than one promotional opportunities available within their organizations. The highest advancement opportunities highlighted in Table 12 was pay-raise for both sample groups; more specifically, 143 or 27.98% from Nevada and 158 or 31.92% from New York State respectively. Recognition received the second highest rating of 101 or 19.77% from Nevada and 22.22% New York State. Receiving a promotion to the next highest level was ranked as third with 99 or 19.37% Nevada and 81 or 17.89% New York State. Competitive benefit packages receive the lowest rating of 63 or 12.33% Nevada and 53 or 10.71% New York State. A total of 27 or 2.68% of respondents in both sample areas indicated other methods of performance appraisal such as annual bonuses. Table 12 results shows respondents in Nevada were more likely to receive a promotion to the next level, career growth opportunities, and better competitive benefit packages than New York State employees. Table 12 shows, however, that New York State respondents were more likely to receive a pay increase much sooner than Nevada employees.

Table 12. Advancement Opportunities Provided to Nevada & New York State Hotel Employees

Frequency of Performance Appraisal	Nevada		New York State		Total	
Promotions	19.37%	99	16.36%	81	17.89%	180
Pay-raise	27.98%	143	31.92%	158	29.92%	301
Career Growth Opportunities	17.61%	90	16.36%	81	17.00%	171
Recognition	19.77%	101	22.22%	110	20.97%	211
Competitive Benefit Packages	12.33%	63	10.71%	53	11.53%	116
Other (Please specify)	2.94%	15	2.42%	12	2.68%	27

Table 13 illustrates how often participants from Nevada and New York State think of terminating their employment with their current employer. Ranging from lowest to highest, 13 or 6.05% of Nevada participants and 7 or 3.18% of New York State respondents indicated always thinking of leaving their place of employment, representing 4.60% of the overall target market. The results suggested that the focus group was probably where hoteliers and HR professionals should focus more of their attention to determine the possible reasons for desiring an alternate place of employment. A total of 39 or 18.14% from Nevada and 47 or 21.36% New York State employees indicated they had never thought of leaving their workplace. The third highest ranking of 41 or 19.07% from Nevada and 55 or 25.00% of New York State respondents revealed they often thought of leaving their job, an overall representation of 22.07% of the target market. A total of 67 or 31.16% of Nevada respondents and 45 or 20.45% of New York State respondents indicated they seldom thought of leaving their employer, representing 25.75% of the combined sample groups. The highest category, which was 55 or 25.58% Nevada participants and 66 or 30.00% of New York State participants, stated they sometimes thought of quitting their jobs, representing 27.82% of the overall target market. A much larger percentage of Nevada respondents 13 or (6.05%)



showed a stronger desire to vacate their present hotelier within the very near further. The reasons for this causality could be (a) better career opportunities in the new and larger luxury hotels being built in the Las Vegas surroundings, (b) the possibility of receiving higher wages based on years of experience within the industry, (c) receiving better working hours plus tips and (d) job security available to fulltime non-managerial employees of larger hotel chains working within the vicinity (Okada & Gee, 2015).

Table 13. How Often Hotel Employees Think of Quitting their Job

Frequency of Performance Appraisal	Nevada		New York State		Total	
Always	6.05%	13	3.18%	7	4.60%	20
Often	19.07%	41	25.00%	55	22.07%	96
Sometimes	25.58%	55	30.00%	66	27.82%	121
Seldom	31.16%	67	20.45%	45	25.75%	112
Never	18.14%	39	21.36%	47	19.77%	86

### Analysis of Hypotheses

Both chi-square test for independence and Spearman's rank correlation coefficient (*rho*) analysis were assessed to determine associations between the instrument items and to measure to what extent each independent variable (i.e. each HRM practice) describes the variance in the dependent variable (Wheelock et al., 2013). The Spearman's rank correlation coefficient measures the statistical relationship between ranked variables, with values ranging from -1 to +1 (Hannerz et al., 2014), while the chi-square test was used to govern whether a statistically significant association exist between the variables (Stattrek, 2016). The alpha value used for this study was 0.05.

### Hypothesis 1

H<sub>1</sub>. Formal training and developmental programs reduce employees' turnover intentions.

In the first hypotheses test, the Chi-Square symmetric measures (Table 15) revealed that a statistically significant association was established between training and developmental programs and employees' turnover intentions among respondents from Nevada ( $\rho = -0.126$ ;  $p = 0.008$ ) and New York State ( $\rho = 0.175$ ;  $p = 0.009$ ). The combined results arose as a statistically significant interpreter of employees' turnover intentions ( $\rho = -0.141$ ;  $p = 0.009$ ). These outcomes advocate  $H_1$  was supported and consequently, a statistically significant association existed among formal training and developmental programs and employees' turnover intentions. Additionally, the effect size (-0.141) based on Spearman's rank correlation coefficient analysis (Table 15) infer a small to moderate negative correlation exists among the variables, indicating that overall, training programs in both sample groups had no substantial impact on employees' turnover intentions. These results suggest the null hypothesis in  $H_1$  was not supported and the alternate  $H_a$  was therefore, accepted. Ameen et al. (2013) observed that a well establish training program not only leads to a more efficient workforce, but encourages employees' retention, thus reducing their intentions to leave the organization. Khoury et al. (2014) concluded training and developmental programs were significantly associated with other factors such as promotion, higher wages and opportunities for career development which also leads to reduce turnover intentions. Similarly, Mercedes, Marco-Lajara, and Francisco (2013) postulated that a statistically positive interconnection exists between training programs and employees' turnover intentions. The authors place the onus on today's hotel managers to ensure a well-established training program exists to help alleviate employees' turnover intentions.

## **Hypothesis 2**

H<sub>2</sub>: Hotel employees who perceive the performance appraisal system to be fair will experience reduced degrees of turnover intentions in comparison to those who do not.

A negative and statistically significant relationship was established between participants in Nevada and New York State on performance appraisal and employees' turnover intentions ( $\rho = -0.141$ ;  $p = 0.030$ ). An analysis of the Spearman's rank correlation further disclosed a small and negative association between performance appraisal and employees' turnover intentions ( $\rho = -0.104$ ). These results advocate that with a negatively small to moderate effect of -0.104, performance appraisal does not portray a statistically significant effect on employees' turnover intentions. H<sub>2</sub>, therefore, shows strong evidence against the null hypothesis with a p-value of 0.030 and was rejected in this study. These outcomes substantiate the results as over 78.01% of the respondents (Table 14) in both target groups indicated satisfaction with the performance appraisal practices provided within their hotels. Over 78.22% of both sample groups specified their performance appraisal were fair and objectively administered without bias on a regular basis. Ahmed et al. (2013) posited that if employees perceive their evaluation procedures as being fair and without bias, they were expected to view the hotel positively and more eager to remain with the organization even if dissatisfied with other factors such as low wages and fewer opportunities for advancement.

## **Hypothesis 3**

H<sub>3</sub>: The measure of employees' satisfaction with their compensation and benefits is inversely linked to turnover intentions for fulltime hotel workers in the Nevada and New York hotel industry sectors.

An analysis of the chi-square tests revealed compensation and benefit practices ( $p = 0.067$ ) did not revealed a statistically significant impact on employees' turnover intentions. Using the Spearman's rank coefficient on the two sets of data (Nevada and New York State), a correlation coefficient of  $-0.088$  was achieved, thus, demonstrating a negatively small to moderate effect on employees' turnover intentions. The  $p$ -value of  $0.067$  that was above the alpha value of  $0.05$  further indicated strong evidence against the alternate hypothesis on compensation and benefits. Therefore, the null hypothesis in  $H_3$  was accepted in this study. The results could be eluded to the fact that Nevada and New York State hotel employees earned over  $\$17.97$  per hour above the national average of  $\$11.00$  to  $\$15.00$  per hour (Juurikkala & Lazareva, 2012) and therefore, other intrinsic values such as job security and balance between work and family life, bonuses, and retirement benefits were more valuable to employees. This also validates Juurikkala et al.'s (2012) findings that turnover intentions reduce when employees' wages increase. Once employees perceive their employers cannot offer their desired or faired level of compensation, they may leave the organization (Phillips, 2014; Riddell, 2011; Rushmore, 2016; Schreurs et al., 2013; Watty-Benjamin et al., 2014).

#### **Hypothesis 4**

$H_4$ : The scope to which supervisors communicate with subordinates is adversely associated with turnover intentions among Nevada and New York hotel employees.

The outcomes of the chi-square tests ( $p = 0.047$ ) revealed that a statistically significant correlation existed between supervisory communication and employees' turnover intentions in Nevada and New York State (Table 15). The findings based on the Spearman's rank correlation coefficient analysis ( $\rho = -0.111$ ) reveals a small and negative correlation exist between the variables. These outcomes suggest supervisory communication arose as not a

statistically significant indicator of employees' turnover intentions between the two sample groups. These outcomes propose H<sub>4</sub> was not supported and the null hypothesis was henceforth, not accepted in this research. These results infer that employees' turnover intentions among hotel workers rises with and was dependent on the value of supervision given. Gordon (2014) found that most resignations in hotel organizations could be accredited to dissatisfaction with the direct overseer or line-manager. Additionally, Adebayo and Ogunsina (2011) found employees' appreciation of supervisors to be among the four top reasons influencing employees' turnover intentions within the hotel industry. Roelen, Koopmans, and Groothoff (2008) likewise added the value of supervision was emerging as an encumbering task towards the growth and accomplishment of organizations in several countries because it governd the degree to which personnel were pleased with and more inspired to attain organizational objectives.

Table 14. Chi-Square Tests and Spearman's Rank Correlation Analysis

Variables	Nevada			New York State			Combined Respondents		
	N	rho	P	N	rho	P	N	rho	P
The training has made me more efficient in my job now compared to when I first started	215	-0.126	0.008	220	0.175	0.009	435	-0.141	0.009
My supervisor utilizes the performance appraisal (evaluation) system to assess my performance objectively and without bias	215	0.2	0.006	220	-0.132	0.025	435	-0.104	0.03
I am satisfied with the level of pay and fringe benefits I receive in this job	215	-0.073	0.065	220	0.157	0.02	435	-0.088	0.067

There is good communication between my supervisor and I	215	0.161	0.001	220	-0.103	0.064	435	-0.11	0.047
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### Summary

The research investigated the variables in the conceptual framework (Figure 1) through an investigation of the connection between HRM practices in the Nevada and New York State hotel industries and employees' turnover intentions. All four practices were observed, specifically, training and development, performance appraisals, compensation and benefits, and supervisory communications. The results confirmed the presence of a statistically significant and a small negative to moderate association between the HRM practices and employees' turnover intentions. The sole exception to these findings pertained to compensation and benefits which alpha value revealed higher than .05. The variable showed no statistically significant impact on employees' turnover intentions. The outcomes were consistent with former research revealing that the abovementioned variables play an effective role in alleviating turnover intentions (Altarawneh et al., 2010; Chang et al., 2013; Kim, 2012; Long et al., 2012). The findings also revealed that hoteliers and HR practitioners in both target areas were devoting valuable time and resources in improving the HR practices within their organizations. A majority of fulltime employees in both sample groups reveal positive and significant satisfaction with the HR policies and practices currently employed within their organizations. The null hypotheses H<sub>1</sub>, H<sub>2</sub> and H<sub>4</sub> were therefore rejected in this study and the alternate hypotheses showing a substantial association among the HR practices and employees' turnover intentions, accepted. Thus, the interceding role of the variables in the conceptual framework was established as having a statistically significant association among HRM practices and employees' turnover intentions with the sole exception of H<sub>3</sub>,

which was revealed as having no statistically significant impact on employees' turnover intentions.

## CHAPTER 5. CONCLUSIONS

### Introduction

HRM practices display an essential part in mitigating employees' turnover intentions. The aim of this research was to observe the relationship between HRM practices (training and development, performance appraisal, compensation and benefits, and supervisory communications) and employees' turnover intentions. This chapter will discuss the findings revealed in chapter 4, evaluate each research question and its contribution to the business problem, and discuss fulfilment of the research purpose. The final section will suggest recommendations for future studies before making its conclusions.

The results in this study advocated that although hoteliers in the states of Nevada and New York were tackling employees' turnover intentions by adopting innovative HRM practices, hoteliers still might need to implement more strategic approaches. The approaches would aim to reduce the 26.67% of employees in both hotel sectors who were planning to leave their place of employment in the hotel sector soon. In both target groups, the highest importance was focused on training and development and compensation and benefits as methods for curtailing the increasing turnover rate. Performance appraisal strategies had a more indirect impact on turnover intentions than the other three practices investigated within this study. Overall, Nevada employees show a stronger fondness towards the four practices than New York State employees. Of the 435 participants, 116 (26.67%) indicated they were always or often thinking of quitting their jobs. In Las Vegas and other surrounding areas of Nevada, for example, hotel employees' wages (\$17.79 per hour or higher) were higher than the national average wage (\$11.00) (Kaiser, 2015). Entry-level hotel employees in Nevada also worked a minimum of 36 to 40 hours per week and had health insurance, life insurance,



and retirement benefits all funded by their employers. Career opportunities were also common within the Nevada hotel sector and considering these attributes, Nevada hotel employees tend more expectedly to remain with their current hotelier unless greater opportunities present themselves elsewhere within the industry (Banning, 2016). New York State hotel employees, though not as enthusiastic about the HR practices employed within their organizations as Nevadans (because of a strong union presence), work longer hours with tips, have a pension plan, a family health plan, job security, and career training opportunities. The factors serve as contributing factors to the low turnover rate among hotel employees in the state. With a reduced workforce turnover, the price of training newly recruited workers was less in this region. Therefore, the advantage had an immediate and positive influence on hoteliers' income level. Remarkably, Table 15 shows that both sample groups revealed a much lesser than industrywide average rate of turnover within the workplace. The result was in line with Banning's (2016) analysis showed that as tourism continues to rebound in both areas of the target groups, hoteliers were investing more in their employees to hold top performers and sustain a competitive edge among their rivals.

Both target groups had a formal appraisal system in place (Table 11). The concern however, was that much more emphasis was given to the other practices, for instance, training and development and compensation over performance appraisal. Performance appraisal in both regions were conducted quarterly and yearly but mainly on a yearly basis. Hotels that practice more frequent evaluations experience better performance from their employees and receive higher customer satisfaction ratings from their guests (Marinez, 2013). Kumari (2013) stated that conducting frequent performance appraisals among employees might help to benchmark gaps between employees' perceptions of the evaluation system and reality. In

addition, periodical evaluations may assist employees in pinpointing weaknesses in their performance much sooner and help supervisors incorporate techniques within training sessions that may assist employees in bridging the weakness in employees' overall performance. Recognizing areas of interest where substantial gaps do occur also allow hoteliers an occasion to address matters before members of the workforce vacate the organization and therefore, help to decrease employee turnover (Kumari, 2013).

Regarding supervisory communications, the outcomes in this research support the findings revealed in previously mentioned literature that supervisory communication plays a crucial role in impacting turnover intentions (Gordon, 2014; Rowan, 2014; Kim, 2012). Both sample groups in this study were in favor of the supervisory practices currently used within their organizations. Rowan (2014) stated that developing HRM practices that concentrate on common ideas between supervisors and nonsupervisory employees will lead to higher involvement in making decisions and employee accountability for performance results. Furthermore, by creating occasions for workers to vigorously contribute towards decision-making could stimulate employee problem solving and learning proficiencies. In addition, chances for more dialogue between supervisors and non-supervisory employees could facilitate reduction in any misunderstandings of what was expected (Kumari, 2013). Other innovative supervisory techniques recommend by Mayhew (2016) to aid in the retention of qualified employees include promoting open and candid employee feedback, resolving employee conflicts, and supervisors acting as role models.

## Evaluation of Research Questions

Table 14 shows the results of the research questions along with their significance tests (more precisely, the independent t-tests of the means) based on the correlation among the mean responses of the insights of the sampled employees and their turnover intentions. The responses were analyzed using the Likert scale questions in section IV of the questionnaire. The researcher used the Spearman's rank correlation method for testing the different hypothesized associated with the questions under each section of the instrument used with this study. The results did not support the null hypotheses for each of the variables investigated in this research except for compensation and benefits. Comparatively, no significant differences existed between the overall perceptions of Nevada and New York State hotel employees regarding the training and developmental practices currently employed within both target groups and employees' turnover intentions as discussed in further details below:

### Training and Development

As illustrated in Table 14, three of the six Likert questions regarding training and development practices reveal significant variances in worker insights. Nevada employees exhibited a significantly more robust degree of satisfaction than New York State employees, with respect to their perceptions on whether training programs were generally well-planned and systematically administered. Correspondingly, Nevada employees indicated a stronger level of satisfaction with the practices of equal opportunities for advancement than New York State employees did. Nevada employees also felt stronger than their New Yorker counterparts did that the training and developmental programs provided had made them more efficient in their current jobs compared to when they first started working for their employer.

Additionally, with respect to the relevance of the trainings received, an equal number of

employees from both sample groups agreed the training programs were significantly relevant to their jobs and work performances. The same outcomes were drawn when Nevada and New York State workers were questioned if they were motivated by and satisfied with the training program(s) provided in their current jobs; both sample groups confirmed the training provided was satisfactory.

Clear evidence existed from both sample groups that training and development plays a strategic and significant impact in retaining qualified hotel employees. The results concur with Johnson et al.'s (2012) findings that the willingness to devote the required time and resources in a business's human capital leads to an upsurge in employees' dedication and workplace fulfilment, which further leads to a decrease in employee turnover. An assessment of the training required to meet the organizations overall objectives were commonly conducted by the hotels in both sectors of the target groups, though Nevadan hotel owners were seemingly more organized in launching possible training programs. Developmental opportunities were purportedly connected to the training functions found in both sample groups industries (Johnson et al., 2012; Lewis, 2014).

The existence of several formal training and developmental programs echo the progress numerous New York hoteliers were witnessing in their efforts to minimize employees' turnover perceptions (DiNapoli et al., 2016). These efforts prove contrary to industry findings that proposed the lack of well-establish training programs was prevalent and a guaranteed repository for the increased turnover rate across the U.S. hotel industry (Bureau of Labor Statics, 2015; Dusek et al., 2014; Fox, 2012). Practices by New York hoteliers' and HR practitioners also act as a conduit to counterbalance the observations that employee turnover is a fundamental and tolerable role of the hotel sector (Islam & Siengthai, 2010;

Long et al., 2012), substantiating the claim that employee turnover was controllable through efficient HR practices (Altarawneh et al., 2010). Nevertheless, the presence of developmental opportunities was not only evident in both Nevada and New York State hotel sectors but served as an effort to reduce the voluntary employee turnover rate impacting both target groups and provide lasting career opportunities for employees in the trade (DiNapoli et al., 2016).

Langford (2016) argued that an investment in employees overall development will allow employees to not only shift away from the traditional methods used to address guests needs but also to a more personalized approach that allows employees to make appropriate decisions on their own to fulfill guests needs. The practical approach is thinking outside the box, which allows employees to respond more effectively and on a more personal basis to ensure quality service and complete customer satisfaction. The concept was explicitly relevant bearing in mind the unique nature of the hotel occupation, where continuous quality service through employees was considered paramount (Langford, 2016).

### **Performance Appraisal**

Regarding employees' perceptions of the performance appraisal method(s) used throughout their organizations, both Nevada and New York State employees equally agreed their supervisor employs the use of performance appraisal methods to evaluate their performance factually and without bias. In addition, both target groups showed no significant differences when asked if the main section of their work performance was highlighted in their performance appraisal. Furthermore, when asked if their rater provided understandable and practical instances to explain the rating of their job, both Nevada and New York State employees equally felt their ratings were being rightfully justified. Inversely, with respect to

the value and amount of job performed, Nevada employees felt significantly stronger than New York State respondents that their performance evaluations were based on their quantity and quality of job performance and not on their character or work position. Finally, when requested to provide more specific feedback on whether respondents perceive their supervisor ratings were because of attempting to evade negative moods amid his or her coworkers, Nevada employees once again felt stronger than their New York counterparts that such ratings were not based on their raters trying to inflate employees' ratings in anyway whatsoever.

The findings also indicated that both target groups assumed a supervisor subordinate method towards evaluating employees' performance and assessing their developmental needs. Several New York hoteliers, however, implemented a mixture of appraisal practices, such as self-appraisal followed by supervisor subordinate assessment. This practice improved employee involvement, in addition to a better appraisal of the employee. The individual assessment was commonly recognized as a vital mechanism for employees to clearly express matters concerning their developmental needs. Several New York hoteliers also adopted a more rigorous approach towards its appraisal practices that allow not only line managers but subordinate supervisors to perform appraisal evaluations of other employees (Agarwal, 2011). The technique was perceived as a suitable mechanism for reducing potential biases by the direct supervisor, and offers a better objective and truthful assessment of the employee. In addition to evaluating the complete performance of New York hotel employees through detecting and appraising their strengths and weaknesses, performance appraisal was frequently served as a method for justifying increase compensation and benefits. The frequency of performing performance appraisal was consistent among the two sample groups, that is, quarterly or annually (Table 11). Both target groups incorporated probationary periods

during the initial phase of employment with the first appraisal assessment occurring at the end of the rating period. The early occurrence of this practice aid greatly in both sectors attempt to diminish the increasing rate of employee turnover as newcomers were provided with the opportunity for early and constructive feedback and identifying any essential training needs (Agarwal, 2011). The inclusion of closeout (exit) counseling sessions as a final evaluation process was also common between both target groups yet more predominant among Nevada hotels. The capability for using the data resulting from closeout interviews proves effective in recognizing and detaching likely reasons for turnover (Chapman, 2016). Exit performance appraisals in New York were mainly pursued as a regular procedure for ensuring closing administrative issues were placated prior to employees leaving the organization. Inclusive, while recognized as noteworthy and influential towards hotels revenues, the performance appraisal process was mostly perceived as having a more secondary impact on employee turnover in both sample groups. The practice was mainly conducted once a quarter or for most employees on an annual or as needed basis. The periodicity was largely because of commitment to other practices perceived as being more relevant to employees' overall development, such as training and developmental programs. Nevertheless, despite its lower rating amongst the other HR practices, hoteliers still recognized performance appraisal as being a relevant aspect of employees' development, which could be the primary reason why it was still included among the practices currently employed within both areas of the targeted hotel sectors.

### **Compensation and Benefits**

Nevada and New York State workers were both questioned if they felt gratified regarding the level of incentives and compensation received in their current positions. As

cited in Table 14 under compensation and benefits, Nevada employees felt somewhat more satisfied with this statement than New York State employees did. The same result was true when both group of respondents were questioned if the amount of pay received had any influence on whether they would leave or keep their current jobs. Nevada employees indicated a slightly stronger conviction that their level of pay had a great influence on their decision to leave or keep their current job. Similarly, Nevada employees showed a slightly stronger agreement than New York State employees did that their pay was comparable to their experience and level of education. When questioned if the pay offered by the organization was very competitive to similar jobs in the industry, Table 14 illustrated a significant difference of opinion between the two groups; Nevada employees felt more strongly that their pay was very competitive in comparison to other jobs in the industry than New York employees. New Yorkers also did not feel as strongly that they were adequately paid compared to their colleagues in other companies as did Nevadans. Again, New York State employees exhibited more disagreement than Nevadans that their co-workers with similar amount of years and level of experience receive the same level of pay. Overall, the results indicate that Nevada employees displayed a significantly stronger satisfaction with their level of pay and fringe benefits than New York State hotel employees did.

Overall, the role of compensation and fringe benefits was correspondingly observed in both sample groups as a minor influence in swaying their turnover decisions (Table 14). Although inconsistent with the general literature that argues compensation and benefits act as a leading contributing factor to employee turnover in the hotel industry (Im, 2011), the role compensation and benefits play in the target groups were perceived more as a conduit for job security, value, equity, and satisfaction (Long et al., 2011). Due to an intensified workforce in



the targeted areas (DiNapoli et al., 2016; Kraiser, 2015), hotel employees had the upper advantage of choosing their managers and where to work, a practice which could involve moving to hotels that accommodate paying increased compensation (Riddell, 2011). The variances regarding the influence of compensation and benefit practices on employees' turnover intentions in Nevada and New York hotel employees were relatively negligible. The compensation packages received by several New-Yorkers, especially at the entry level was based less on performance and more on the position, thus, an indirect influence on employees' turnover intentions. Compensation in Nevada, however, even from the entry level includes a complete compensation and benefit package. The package was usually comprised of a fundamental wage or salary, insurance and healthcare coverage, other monetary incentives, for example, paid time off, discount rates at partner hotels, or flexible working hours (Riddell, 2011). Workers at this stage were more inclined to continue with present employer for reasons excluding wages. The effect of compensation and benefits on employees' turnover intentions may be viewed as a minor factor, even though more precise in New York, under circumstances of a possibly competitive wage market (DiNapoli et al., 2016). Despite that, in Nevada, where certain classes of employment, for instance concierge, chefs, and night auditor positions were in comparatively scare supply, compensation packages could well be a means of appealing to and retaining well-qualified fulltime employees. In summary, employees were generally inclined to find employment elsewhere if not remunerated in accordance with their expectations, proposing therefore, an immediate, although negligible, impact on employees' turnover intentions (Ajagbe et al., 2012; Watty-Benjamin et al., 2014).

## **Supervisory Communications**

In four of the seven questions on supervisory communications, no significant differences were found between Nevada and New York State employees. Both groups showed the same level of satisfaction that their supervisors were open and approachable. Their supervisors provided adequate feedback both orally and in writing, which helps improve their work performance. Supervisors kept employees informed about issues and made workers feel appreciated and part of a team. When queried, however, if employees could participate or at least provide suggestions in setting the goals for their departments, Nevada employees revealed a pointedly more robust bond than New York State workers that they could openly provide these kinds of suggestions within their departments. When questioned if there exists good communication between employees and supervisors, both sample groups stated the relationship between employees and supervisors was satisfactory but Nevadans again disclosed a suggestively sturdier agreement with this statement over New York State personnel. Both Nevada and New York State employees were asked to provide their feedback on whether they received a written job description that clearly explained the duties and responsibilities of their job. Even though New York State employees indicated most of their employees had received some form of written job description since occupying their current job position, Nevada hotel employees disclosed a slightly firmer level of concordance with this statement over New Yorkers.

In summary, Nevada and New York State employees mutually agreed that they enjoyed working at their current organizations. Nevadans, however, revealed a meaningfully stronger level of contentment with this statement. Similarly, both groups approved they feel good about working in their current department, but Nevada employees demonstrated a

stronger level of agreement. When queried if the employee was made to feel as a vital role of the organization, both groups concurred with this statement. Nevada employees displayed a slightly stronger level of agreement. When questioned, however, if they frequently think about quitting their job, New York State employees exhibited a slightly firmer level of consensus than Nevada employees did. The results revealed no significant difference between both Nevada and New York State employees when questioned about the likelihood of looking for another job during next year or sooner. Although, Nevada employees showed a slightly stronger likelihood of changing their current employer soon. Finally, while both Nevada and New York State employees indicated their organizations were a family-friendly place to work, Nevada respondents emphasized a stronger level of agreement with this statement. This was also true when the researcher probed both groups whether they could balance their work with their personal life. As with many of the previous practices, Nevadans showed a significantly stronger support to this statement than New York employees. Overall, Nevada employees tended to perceive their HR practices in a much more favorable light than their New York State counterparts did. While most of these differences were not significant, there were areas where the difference of opinions between the two groups might be of some concern to hoteliers. For example, both groups agreed (116 or 26.67%) to find alternate job opportunities soon. Upon analyzing all the sections of the questionnaire, the researcher conducted a reliability analysis that resulted in a Cronbach's reliability alpha of 0.94.

Table 15. Comparisons of Nevada and New York State Hotel Employees Perceptions of HR Practices Received Within Their Organizations

Likert Statement	Nevada Employees (n=215)		New York State Employees (n=220)		t-stat	p-value
	Means	Standard Deviation	Means	Standard Deviation		
<b><u>Training and Development</u></b>						
Training programs are generally well planned and systematically administered	3.46	1.23	3.31	1.22	5.151	.000*
Training and developmental programs are provided only when problems occur	2.94	1.31	2.9	1.21	-4.034	.000*
There are equal opportunities in my department for advancement at the organization	3.4	1.3	3.17	1.34	-5.535	.000*
The training has made me more efficient in my job now compared to when I first started	3.73	1.08	3.46	1.13	-6.032	.000*
The training I receive is relevant to my job	3.86	1.06	3.85	1.06	9.822	.000*
I am motivated by and satisfied with the training program(s) provided in my current job	3.41	1.23	3.41	1.19	.601	.548*
<b><u>Performance Appraisal</u></b>						
My supervisor utilizes the performance appraisal (evaluation) system to assess my performance objectively and without bias	3.43	1.35	3.43	1.32	-.152	.879*
The most important parts of my job performance are emphasized in my performance appraisal	3.43	1.32	3.45	1.2	-.931	.353*
My performance appraisal is based on the quality and quantity of work and not my personality or position	3.53	1.3	3.43	1.22	-.862	.389*

Table 15. Comparisons of Nevada and New York State Hotel Employees Perceptions of HR Practices Received Within Their Organizations (continued)

My rating is not the result of my rater trying to avoid bad feelings among his or her employees	3.56	1.29	3.49	1.22	1.496	.135*
My rater gives me clear and real examples to justify his or her rating of my work	3.45	1.36	3.45	1.25	.331	.741*
<b><u>Compensation and Benefits</u></b>						
I am satisfied with the level of pay and fringe benefits I receive in this job	2.94	1.41	2.9	1.27	-3.558	.000*
The pay offered by the organization is very competitive to similar jobs in the industry	3.19	1.35	3	1.23	-8.836	.000*
The amount of pay I receive has a great influence on whether I leave or keep my current job	3.75	1.13	3.7	1.16	11.026	.000*
My pay is comparable to my experience and education	2.98	1.32	2.93	1.24	-2.590	.010
I feel I am adequately paid compared to my colleagues at other companies	3.16	1.37	3	1.22	-3.209	.001
Co-workers with similar amount of years and level of experience receive the same level of pay	3.31	1.26	3.25	1.2	5.408	.000*
<b><u>Supervisory Communications</u></b>						
My supervisor is open and approachable	3.87	1.22	3.83	1.24	6.480	.000*
My supervisor provides me with adequate feedback both orally and in writing which helps me improve my performance	3.51	1.3	3.56	1.2	2.959	.003*
I have received a written job description that clearly explains the duties and responsibilities of my job	3.5	1.42	3.2	1.41	-4.201	.000*

Table 15. Comparisons of Nevada and New York State Hotel Employees Perceptions of HR Practices Received Within Their Organizations (continued)

I am able to participate or at least provide suggestions in setting the goals for my department	3.69	1.24	3.56	1.21	-2.168	.031*
My Supervisor keeps me informed about important issues	3.75	1.23	3.71	1.2	.828	.408*
There is good communication between me and my supervisor	3.77	1.25	3.63	1.23	3.564	.000*
I feel that I am valued by the organization and my supervisor	3.58	1.33	3.5	1.24	-6.169	.000*
<b><u>Turnover Intentions</u></b>						
I enjoy working at this organization	3.85	1.13	3.75	1.15	7.223	.000*
I am made to feel that I am an important part of the organization	3.5	1.26	3.41	1.25	5.960	.000*
I frequently think about quitting this job	2.8	1.44	2.83	1.39	-5.408	.000*
I will probably look for a another job during the course of next year or sooner	3.08	1.41	3.07	1.4	-7.639	.000*
I feel good about working in my department	3.87	1.08	3.78	1.12	10.015	.000*
The organization offers adequate telecommuting, scheduling flexibility, and childcare opportunities	3.2	1.4	3.1	1.38	-7.294	.000*
The organization is a family-friendly place to work	3.6	1.21	3.57	1.25	-2.079	.038*
I am able to balance work and my personal life	3.76	1.19	3.63	1.17	-1.811	.071*

\*1=Strongly Disagree; 2=Disagree; 3=Indifferent; 4=Agree; 5=Strongly Agree

\*\* Significant at alpha=.05

## **Fulfillment of Research Purpose**

The study had two significant research purposes. Primarily, the study explored the turnover phenomenon affecting Nevada and New York State hotel sectors. Next, the research investigated the influence of HRM practices in both target groups on employees' turnover intentions. The exploration of these essential objectives have not been evaluated prior to this investigation in the Nevada and New York State setting because most of HRM research has been on a more regional or global scale. Hence, the study contributes to the literature, especially in the Nevada and New York States context, revealing a positive and significantly strong correlation between fulltime employees' discernments of the HR practices and turnover intentions in the hotels investigated.

The study not only supports HRM practices as having a significant and optimistic influence on employees' turnover intentions, it likewise describes in detail the devices in which HRM policies could expand business performance and reduce turnover intentions. The increase knowledge adds relevance of HRM policies and practices as forecasters of turnover intentions for upcoming scholars, HR professionals, and hoteliers. Furthermore, by demonstrating the existence of significant direct and indirect impacts of HRM policies and practices on turnover intentions, this research provides clear evidence that HRM practices were imperative for cultivating a positive working environment and willingness to remain working with current employer (Nevada and New York states). In addition, the study has empirically supported Ma's et al. (2011) arguments on social exchange theory, which posited that if a worker perceived commitment from his or her employer towards his professional development they were more likewise to participate in OCB. The results in Table 13 shows that both sample groups' willingness to remain with their organization if their expectations

and needs were satisfied confirm their dedication and commitment towards organizational objectives.

### **Contribution to Business Problem**

The intent of the research was to explore employee turnover phenomenon plaguing the U.S. hotel industry. This industry was stunned with an increasingly high turnover rate for over two centuries (Yongbeom, 2013). With the use of the findings in chapter 4, the study has pinpointed several mechanisms through which hoteliers and HR practitioners alike could use to help combat the overwhelmingly high turnover rate that has become the industry norm (Tracey et al., 2008; Yang et al., 2009). The outcomes and analysis adequately established that the current proven turnover models are acceptable to comprehend the phenomena. According to the experimental examination in this research, training and development practices seemed to project the most vigorous impact on turnover intention. Additionally, the research further clarified the intricacy of the turnover phenomenon and showed no sole model existed to fully demonstrate that a certain analysis was the primary reason of every turnover intention. This serves as a prologue for imminent scholars and HR professionals to explore other factors affecting the turnover phenomena. The research has realistically added and supported the notion that HRM practices in both targeted hotel regions in this study had an actual impact on fulltime hotel employees' turnover intentions. Hypothetically, numerous concepts and theories had been originated as useful tools to better understand the turnover phenomenon. These reputable models, however, might not be completely exhausted to explain the phenomenon. Additional comprehensive studies are considered vital to completely fulfill the present predicament of turnover, plus a re-examination of the theories and constructs might also be feasible. On the one hand, a study could consist of re-



conceptualization of conceptual frameworks or including other variables that may have been recognized as essential factors for predicting turnover intentions. On the other hand, the current data set was practically sufficient for hoteliers, HR professionals, and future scholars to have a predisposition of what the current resolutions might be to combat the dilemma. Caution, however, must be exercised because the present results may not be adequate for solving the same issues over the long term as workers' belief varies due to organizational changes, goals, and environmental rivalry. The onus is therefore on hotel managers and HR professionals to keep in mind that the retention of top performers remains a major issue for the hotel sector. The demonstrated transparency could pose as devastating towards the organizational objectives and its efficiency at any time.

### **Recommendations for Future Research**

In view of the limitations discussed below, the following proposed paths for future researchers are identified. More precisely, the data in this study were collected during a specific period, disqualifying the option to explore causality with the use of cross-section information. Because causality was solely assessed using data gathered during multiple intervals in time, the HR arena could significantly profit from using time-series research during future HR analysis to determine whether perceptions differ during certain periods or time frames. In addition, the study limits itself to the perceptions of only fulltime employees in two regions of the hotel sector. Further studies need to focus on full-time, part-time, and seasonal employees to develop a broader understanding of how HR practices impact employees' turnover intentions within the various categories. The findings in the study also implied that in recognizing the influence of HRM policies and practices on coworkers' turnover intentions, additional study was paramount to thoroughly assess other HR practices

not included in this study. Other practices include career management, recruitment, employee relation, and service quality enhancement. Finally, in view of the rapid pace of globalization, a vital need exists for investigation of this nature on a national or global scale.

Despite consistent efforts to safeguard against any impending faults within the present study, it was only fair to recognize that the research was not insusceptible to limitations. Primarily, only a limited sample size of 435 hotel workers from the Nevada and New York province participated in the research. Future researchers and other scholars are advised, therefore, to practice care when generalizing the outcomes of the current research to similar populace and contextual framework. Future researchers could replicate this research by increasing the number of percipients to strengthen the accuracy of the study. The strategy was essential for ensuring the required number of respondents could be reached for each sample group. Because the number of questionnaires that was disseminated to the participants will not entirely equal the number set per sample size, distributing to a larger target area will ensure better response rate. Furthermore, limitations that are connected to the revised instrument also exist. The limitations adapted from former studies were initially intended for objectives that may differ from those described in the research. The matter of context, therefore, should not be overlooked while interpreting the conclusions drawn throughout this research. The research was also limited to the perceptions of fulltime employees. As mentioned earlier, a wider cross section of employees could facilitate in explaining a coworker's intention to willingly vacate their place of work or the industry in general and could be a pivotal area of consideration for upcoming studies.

## Conclusion

The hotel industry has a well-documented issue with turnover. The outcomes from the analysis of the conceptual framework in the study found that HR practices played a significant role in shaping employees' turnover intentions both directly and indirectly. HR practices in both target groups directly affected turnover intentions amongst non-supervisory hotel employees. These employees generally had a significant influence on guest satisfaction, which serves as the lifeblood towards profitability and success in the hotel sector. As the lodging industry within the United States economy grows into a more progressively service oriented society, it is imperative HR professionals detect shortcomings not only to improve efficiency and ensure success but to retain top performers—particularly in high service industries such as the hotel sector.

The study explored the underlying association among HR practices and hotel workers' turnover intentions based in the Nevada and New York hotel sectors. Four variables (training and development, performance appraisal, compensation and benefits, and supervisory communications) that affect the extrinsic inspiration of hotel workers were analyzed with the use of confirmatory factor analysis. The use of Spearman's rank correlation coefficient examination established a positive and significantly strong correlation between the HR practices examined and employees' turnover intentions. The correlation implied that hotel employees' intentions to leave will increase or decrease based on their perception of the HR practices employed within their organizations. The findings in this study suggested that hotel owners in Nevada and New York State are assuming a more strategic outlook to HRM in attacking turnover intentions. The leading emphasis in both sample groups was focused

primarily on training, development, compensation, and benefit practices as mechanisms for minimizing turnover intentions.

The results prove useful in empowering hotel managers to invest in the latest high performing HR practices that will inspire workers as a mechanism for improving the organization's overall objectives. By optimizing the HR practices identified in this study, hoteliers may not only raise the satisfaction level of their employees, but also provide a desirable incentive to remain with the organization. The practice may decrease dysfunctional actions, for instance, nonattendance, high turnover, and unacceptable job performance.

Effective HR policies that could help hoteliers accomplish these objectives include

- strong managerial and supervisory support to employees who were committed towards raising their work ethic,
- granting employees more autonomy and freedom to express themselves when engaging directly with guests,
- generating realistic career paths for hotel employees to achieve a higher wage in the industry,
- incentives for both part and fulltime employees conducting similar jobs, and
- granting award systems (a concept already identified among Nevada hotel workers) based on outstanding performance (Banning, 2016).

Aartigan (2016) stated quite aptly that an architecturally well-designed hotel facility does not form parts of a warm memory for a guest as does a memorable direct experience he or she had involving a hotel employee. Frankly, whatever product the organization has, an opponent can replicate. A kind of bed, a television, or a shower head can all be imitated. The only factor that cannot be replicated is the genuine, personal service of the hotel employee. Hotel managers and HR professionals alike are encouraged to always keep in mind that a large part

of what draws guests to the hotel—especially repeat guests—is how well they are served, and the best service comes from well-satisfied employees.

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## **APPENDIX A. SURVEY QUESTIONNAIRE**

This questionnaire was modified from an original version to meet the requirements for this study. Three Scholars participated in the field test that was conducted to ensure the questionnaire was appropriate for conducting a pilot study and a full-scale research. Based on the modifications following the pilot study and approval from the Capella Institutional Review Board, the final product as shown below was used to collect participants responses for this research.



## SELF-ADMINISTERED QUESTIONNAIRE

**NB. All information given will be treated with utmost confidentiality. Thank you.**

### SECTION I (Hotel Information)

**Position:** Please indicate whether you are a Top Executive/Senior Manager, Supervisor or an Employee

Top Executive/Senior Manager  Supervisor  Employee

**Hotel Location:** Please check the appropriate box below which best describes your hotel location

Nevada  New York

**Hotel Category:** Please select the box below which best describes your hotel rating based on star category ranging from 1 star to 5 stars.

1 Star  2 Stars  3 Stars  4 Stars  5 Stars

### SECTION II (Demographic Information)

**Gender:** Please check the box below which describes your gender

Male  Female

**Age:** Please check the box below which best describes your age group

18 - 25  26 -  36 - 45  46 - 55  56 and over

**Education:** Which of the following best describes your highest educational level?

Some High School  High School Diploma or GED  GED plus some college  Undergraduate School  Post Graduate School

**English Proficiency:** Please indicate below your level of proficiency in speaking and understanding of the English Language

Very Well  Well  Not Well  Not at all

**Years of work with current employer:** Please check the box below which best describes your number of years employed with your current employer

Less than 1 year  2 - 3 years  4 - 9 years  10 - 15 years  16 and over years

**Years of work in the hotel industry:** Please check the box below which best describes your number of years employed with your current employer

Less than 1 year  2 - 3 years  4 - 9 years  10 - 15 years  16 and over years

**Income level:** Please check the box below which best describes your monthly income level

Below \$10,000  \$11,000 - \$15,000  \$16,000 - \$20,000  above \$20,000

**Job Title:** Please check the box below which best describes your main work position

Front Office  Housekeeping  Maintenance  Food & Beverages  Marketing & Sales  Human Resources   
Accounting  Other

### SECTION III (Human Resource Practices)

**Please check the appropriate box or boxes below for each question that best describes your situation regarding HR practices at your job**

#### **Training and Development**

Please check the box below which best indicate the frequency of the training and developmental programs you received within your organization

Monthly  Quarterly  Yearly  None  Other

Please select the box or boxes below which specify the methods of training and developmental programs you received within your organization

Seminars  On-the-job training  Simulation exercises  Formal Lectures  Computer based

#### **Performance Appraisal**

Please check the box below which best describes the frequency at which you receive any performance appraisal evaluation within your organization

Monthly  Quarterly  Yearly  None  Other

Please check the box or boxes below which best describe(s) the advancement opportunities available to employees in your organization

Promotion  Pay-raise  Career Growth Opportunities  Recognition  Competitive Benefit Packages   
Others

#### **Turnover Intentions**

Please check the appropriate box below that best indicate how often you may think about quitting your job

Always  Often  Sometimes  Seldom  Never

SECTION IV					
Please rate each question below based on your perception. Next indicate to the right of each question to what extent you either agree or					
QUESTIONS	Strongly Disagree 1	Disagree 2	Indifferent 3	Agree 4	Strongly Agree 5
<b>Training and Development</b>					
Training programs are generally well planned and systematically administered	1	2	3	4	5
Training and developmental programs are provided only when problems occur	1	2	3	4	5
There are equal opportunities in my department for advancement at the organization	1	2	3	4	5
The training has made me more efficient in my job now compared to when I first started	1	2	3	4	5
The training I receive is relevant to my job	1	2	3	4	5
I am motivated by and satisfied with the training program(s) provided in my current job	1	2	3	4	5
<b>Performance Appraisal</b>					
My supervisor utilizes the performance appraisal (evaluation) system to assess my performance objectively and without bias	1	2	3	4	5
The most important parts of my job performance are emphasized in my performance appraisal	1	2	3	4	5
My performance appraisal is based on the quality and quantity of work and not my personality or position	1	2	3	4	5
My rating is not the result of my rater trying to avoid bad feelings among his or her employees	1	2	3	4	5
My rater gives me clear and real examples to justify his or her rating of my work	1	2	3	4	5
QUESTIONS	Strongly Disagree 1	Disagree 2	Indifferent 3	Agree 4	Strongly Agree 5
<b>Compensation and Benefits</b>					
I am satisfied with the level of pay and fringe benefits I receive in this job	1	2	3	4	5
The pay offered by the organization is very competitive to similar jobs in the industry	1	2	3	4	5
The amount of pay I receive has a great influence on whether I leave or keep my current job	1	2	3	4	5
My pay is comparable to my experience and education	1	2	3	4	5
I feel I am adequately paid compared to my colleagues at other companies	1	2	3	4	5
Co-workers with similar amount of years and level of experience receive the same level of pay	1	2	3	4	5
<b>Supervisory communications</b>					
My supervisor is open and approachable	1	2	3	4	5
My supervisor provides me with adequate feedback both orally and in writing which helps me improve my performance	1	2	3	4	5
I have received a written job description that clearly explains the duties and responsibilities of my job	1	2	3	4	5
I am able to participate or at least provide suggestions in setting the goals for my department	1	2	3	4	5
My Supervisor keeps me informed about important issues	1	2	3	4	5
There is good communication between me and my supervisor	1	2	3	4	5
I feel that I am valued by the organization and my supervisor	1	2	3	4	5
<b>Turnover intentions</b>					
I enjoy working at this organization	1	2	3	4	5
I am made to feel that I am an important part of the organization	1	2	3	4	5
I frequently think about quitting this job	1	2	3	4	5
I will probably look for a another job during the course of next year or sooner	1	2	3	4	5
I feel good about working in my department	1	2	3	4	5
The organization offers adequate telecommuting, scheduling flexibility, and childcare opportunities	1	2	3	4	5
The organization is a family-friendly place to work	1	2	3	4	5
I am able to balance work and my personal life	1	2	3	4	5
<b>COMMENTS: Please provide any additional comments you may have that could add to the value of this survey, thank you!</b>					

## APPENDIX B. SURVEY ITEMS

Items are measured on a five-point Likert-type scale, ranging from 1 for “strongly disagree” and 5 for “strongly agree” or a four-point frequency of occurrence scale (1= very well, well, not well and 4 = not at all), or a five-point frequency of occurrence scale (1 = Monthly, 2 = Quarterly, 3 = Yearly, 4 = None, 5 = Other) or similar five-point frequency of occurrence scale (1 = Always, 2 = Often, 3 = Sometimes, 4 = Seldom, 5 = Never) unless otherwise noted.

### Years of work

1. Please check the box below which best describes your number of years employed with your current employer? (1 = Less than 1 year, 2 = 2 - 3 years, 3 = 4 - 9 years, 4 = 10 - 15 years, and 5 = 16 and over years)

### Gender

1. Please check the box below which describes your gender (1 = male, 2 = female)

### Age

1. Please check the box below which best describes your age group (1 = 18 - 25, 2 = 26 - 35, 3 = 36 - 45, 4 = 46 - 55, 5 = 56 and over)

### Education

1. Which of the following best describes your highest educational level? (1 = Some High School, 2 = High School Diploma or GED, 3 = GED plus some college, 4 = Undergraduate School, 5 = Post Graduate School)

### English Proficiency

1. Please indicate below your level of proficiency in speaking and understanding of the English Language (1 = Very Well, 2 = Well, 3 = Not Well, 4 = Not at all)

### Years of work with current employer

1. Please check the box below which best describes your number of years employed with your current employer (1 = Less than 1 year, 2 = 2 - 3 years, 3 = 4 - 9 years, 4 = 10 - 15 years, 5 = 16 and over years)

### Years of work in the hotel industry

1. Please check the box below which best describes your number of years employed with your current employer (1 = Less than 1 year, 2 = 2 - 3 years, 3 = 4 - 9 years, 4 = 10 - 15 years, 5 = 16 and over years)

### Income level

1. Please check the box below which best describes your monthly income level (1 = Below \$10,000, 2 = \$11,000 - \$15,000, 3 = \$16,000 - \$20,000, 4 = above \$20,000)

### Job Title

1. Please check the box below which best describes your main work position (1 = Front Office, 2 = Housekeeping, 3 = Maintenance, 4 = Food & Beverages, 5 = Marketing & Sales, 6 = Human Resources, 7 = Accounting, 8 = Other)

### **Training and Development**

1. Please check the box below which best indicate the frequency of the training and developmental programs you received within your organization (1 = Monthly, 2 = Quarterly, 3 = Yearly, 4 = None, 5 = Other)

2. Please select the box or boxes below which specify the methods of training and developmental programs you received within your organization (1 = Seminars, 2 = On-the-job training, 3 = Simulation exercises, 4 = Formal Lectures, 5 = Computer based)

### **Performance Appraisal**

1. Please check the box below which best describes the frequency at which you receive any performance appraisal evaluation within your organization (1 = Monthly, 2 = Quarterly, 3 = Yearly, 4 = None, 5 = Other)

2. Please check the box or boxes below which best describe(s) the advancement opportunities available to employees in your organization (1 = Promotion, 2 = Pay-raise, 3 = Career Growth Opportunities, 4 = Recognition, 5 = Competitive Benefit Packages, 6 = Others)

### **Turnover intentions**

1. Please check the appropriate box below that best indicate how often you may think about quitting your job (1 = Always, 2 = Often, 3 = Sometimes, 4 = Seldom, 5 = Never)

### **Five-point Likert scale items:**

(1 = Strongly disagree, 2 = Disagree, 3 = Indifferent, 4 = Agree, 5 = Strongly Agree)

### **Training and development**

1. Training programs are generally well planned and systematically administered
2. Training and developmental programs are provided only when problems occur
3. There are equal opportunities in my department for advancement at the organization
4. The training has made me more efficient in my job now compared to when I first started
5. The training I receive is relevant to my job
6. I am motivated by and satisfied with the training program(s) provided in my current job

### **Performance Appraisal**

1. My supervisor utilizes the performance appraisal (evaluation) system to assess my performance objectively and without bias
2. The most important parts of my job performance are emphasized in my performance appraisal
3. My performance appraisal is based on the quality and quantity of work and not my personality or position

4. My rating is not the result of my rater trying to avoid bad feelings among his or her employees
5. My rater gives me clear and real examples to justify his or her rating of my work

### **Compensation and Benefits**

1. I am satisfied with the level of pay and fringe benefits I receive in this job
2. The pay offered by the organization is very competitive to similar jobs in the industry
3. The amount of pay I receive has a great influence on whether I leave or keep my current job
4. My pay is comparable to my experience and education
5. I feel I am adequately paid compared to my colleagues at other companies
6. Co-workers with similar amount of years and level of experience receive the same level of pay

### **Supervisory communications:**

1. My supervisor is open and approachable
2. My supervisor provides me with adequate feedback both orally and in writing which helps me improve my performance
3. I have received a written job description that clearly explains the duties and responsibilities of my job
4. I am able to participate or at least provide suggestions in setting the goals for my department
5. My Supervisor keeps me informed about important issues
6. There is good communication between me and my supervisor
7. I feel that I am valued by the organization and my supervisor

### **Turnover intentions**

1. I enjoy working at this organization
2. I am made to feel that I am an important part of the organization
3. I frequently think about quitting this job
4. I will probably look for another job during the course of next year or sooner
5. I feel good about working in my department
6. The organization offers adequate telecommuting, scheduling flexibility, and childcare opportunities
7. The organization is a family-friendly place to work
8. I am able to balance work and my personal life

## APPENDIX C. PERMISSION TO USE QUESTIONNAIRE

from: SL Choi <cslong\_1@yahoo.com>  
reply-to: SL Choi <cslong\_1@yahoo.com>  
to: Clifton <clifton4222@gmail.com>  
date: Mon, Jul 31, 2017 at 11:56 PM  
subject: Re: Permission to use Conceptual Framework & Questionnaire  
mailed-by: yahoo.com  
signed-by: yahoo.com  
security: Standard encryption (TLS) [Learn more](#)  
Clifton <clifton4222@gmail.com>

You are welcome Clifton. Hope you can publish your findings of your thesis in journals in future too. It will be a great pleasure if we could collaborate in this next time.

from:  
to: SL Choi <cslong\_1@yahoo.com>  
date: Mon, Jul 31, 2017 at 11:24 PM  
subject: Re: Permission to use Conceptual Framework & Questionnaire  
mailed-by: gmail.com

Dr. Long,

Thank you for your approval. Your support in helping me meet my dissertation objectives is greatly appreciated and will not be forgotten!

Respectfully,

Clifton

from: **SL Choi** <cslong\_1@yahoo.com>  
reply-to: SL Choi <cslong\_1@yahoo.com>  
to: Clifton <clifton4222@gmail.com>  
date: Mon, Jul 31, 2017 at 10:59 PM

subject: Re: Permission to use Conceptual Framework & Questionnaire

mailed-by: yahoo.com

signed-by: yahoo.com

security: Standard encryption (TLS) [Learn more](#)

Dear Clifton,

Glad you have the similar research interest and I have no objection on your request to use above said framework and questionnaire for your doctoral thesis.

Regards

Choi Sang Long

from: **Clifton** <clifton4222@gmail.com>

to: cslong\_1@yahoo.com,  
amajagbe2@live.utm.my

date: Mon, Jul 31, 2017 at 10:19 PM

subject: Permission to use Conceptual Framework & Questionnaire

mailed-by: gmail.com

Good afternoon Gentlemen,

I am currently working on a doctoral dissertation, entitled, "The Impact of Human Resource Management Practices on Fulltime Employees' Turnover Intentions in the U.S. Hotel Industry".

My research examines the relationship between four independent variables (training and development, performance appraisal, compensation and benefits, and supervisory communications) and their effect on the dependent variable, employees' turnover intentions.

Your study on "The Impact of Human Resource Management Practices on Employees' Turnover Intention: A Conceptual Mode" provides a unique conceptual framework and questionnaire that could assist me in framing a similar model or my study.

I am requesting your permission to use your questionnaire and conceptual frame work to assist me in creating a personal questionnaire and conceptual framework that will help me meet the objectives of my research. Please let me know if you would agree or not to this request and thank you dearly in advance for your time and consideration.

Respectfully,

Clifton Barnett

P.S. I have attached a working copy of my dissertation for your review, thank you.



## APPENDIX D. INFORMED CONSENT FORM: 18 YEARS AND OLDER

Dear Survey Participant,

I am a student at Capella University working on a Doctor of Business Administration in Human Resource Management. I am conducting a research study called THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE TURNOVER INTENTIONS IN THE U.S. HOTEL INDUSTRY. The purpose of the study is to assess the impact current human resource practices (such as training and development, performance appraisal, supervisory communications, and compensation and benefits) are influencing employees' turnover intentions. This study is directed to hotel employees working in the Nevada and New York hotel industries. Your involvement will include the completion of a survey that includes demographic information, and your opinion concerning human resource (HR) practices in your organization. Time to complete the survey is approximately 30 minutes or less. Your participation in the survey is voluntary. If you decide not to do it or stop midway, please X out of the survey and your answers will not be included. If the survey was already completed and you wish to withdraw from the study, please contact the researcher and your results will not be included in the research.

The results of the survey will be published but your name will not be used and your results will be maintained in confidence. The value of this research is that it will add to the body of knowledge relating to how HR practices are impacting retention in the hotel industry and what measures can be taken to lower the repeated occurrence. If you have any questions concerning this study, please contact me at 314-476-5429 or [cliftonbarnett74@yahoo.com](mailto:cliftonbarnett74@yahoo.com).

Clifton C. Barnett  
Doctoral Candidate, Capella University

### Informed Consent Agreement

By clicking the **yes** button below, I acknowledge that I understand the scope of the research study, any potential risks to myself as a research participant, and how my identity will be kept confidential. By clicking the **yes** button below, I indicate that a) I am over 18, b) give my permission to serve as a participant in the study, c) may withdraw or decline at any time without penalty, d) the research records will be kept confidential, e) personal privacy will be upheld, f) the research data may be used for publication, g) the researcher has thoroughly explained the parameters of the study.

Data relating to this study will be kept for a period of three years, and then destroyed in an appropriate manner. If you have any questions or research related concerns, you may contact the researcher at [clifton4222@gmail.com](mailto:clifton4222@gmail.com).