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A Dissertation
Entitled

THE RELATIONSHIP BETWEEN THE PERCEIVED DISCREPANCIES
BETWEEN PERSON / ORGANIZATIONAL BASIC ASSUMPTIONS AND
EMPLOYEE PERSONAL CHARACTERISTICS AND EMPLOYEE TURNOVER IN
THE HOTEL INDUSTRY

By

Charles R. Stockman

A DISSERTATION

Submitted to the
H. Wayne Huizenga School of
Business and Entrepreneurship
Nova Southeastern University

In partial fulfillment of the requirements
for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

2003

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Charles R. Stockman

We hereby certify that this Dissertation submitted by Charles R. Stockman conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the Degree of Doctor of Business Administration.

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Nova Southeastern University
2003

CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed


Charles R. Stockman

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ABSTRACT

The Relationship between the Perceived Discrepancies between Person / Organizational Basic Assumptions and Employee Personal Characteristics and Employee Turnover in the Hotel Industry

By

Charles R. Stockman

This study examines the relationship between the perceived discrepancies between person / organizational basic assumptions and employee personal characteristics and employee turnover in the hotel industry. The first research question is "How does the discrepancy between an employee's basic assumptions and his/her perception of the organization's basic assumptions relate to an employee's intention to stay with the organization?" The second question is "How do employee personal characteristics (e.g., age, marital status, education, and tenure with the organization) relate to an employee's intention to stay with the organization?"

This study utilizes Stockman's (2003) Person / Organizational Fit Questionnaire (POFQ) to measure basic assumption discrepancy scores. Intent to stay is measured by asking a single question, "How long do you plan on working for this organization?" The respondents for this study are exempt and non-exempt employees from a large luxury resort located in the Midwestern United States.

Correlation analysis is used to measure the relationship between basic assumption discrepancy score and intent to stay. Chi-square analysis is used to measure the relationship between personal characteristics and intent to stay.

The results indicate a significant negative relationship between basic assumption discrepancy score and intent to stay. They also indicate a significant positive relationship both between age and intent to stay and tenure with the organization and intent to stay. Finally, the results show that married employees are more likely to intend to stay with the organization than unmarried employees are. This study also recommends additional hospitality industry turnover research.

TABLE OF CONTENTS

I.	INTRODUCTION	
	Background of the problem	1
	Purpose of this study	2
	Justification for this study	4
	Research questions	6
	Definition of key terms	6
	Chapter summary10
II.	REVIEW OF LITERATURE	
	Turnover12
	Job satisfaction15
	Organizational commitment17
	Organizational culture21
	Person / organization fit23
	Intent to leave or stay24
	Personal characteristics25
	Hospitality industry research on turnover26
	Chapter summary32
III.	METHODOLOGY	
	Rationale for the research design34
	Research questions35
	Hypotheses35
	Variables defined38
	The instrument39
	Validity41
	Reliability42
	Pilot study43
	Population44
	Sample44
	Data collection44
	Statistical analysis45
	Chapter summary46
IV.	ANALYSIS AND PRESENTATION OF FINDINGS	
	Results of pilot study.47
	Demographics of involved population50
	Descriptive statistics52
	Hypothesis testing53
	Data Analysis55
	Chapter summary69

V. SUMMARY AND CONCLUSION

Overview of significant findings71
Implications of this study74
Recommendations76
Limitations of this study79
Recommendations for future research82
Conclusions84

APPENDIXES

Appendix A: Stockman's Person / Organizational Fit Questionnaire (POFQ)86
Appendix B: Stockman's 1990 Individual / Organization Fit Questionnaire90
Appendix C: Employee Cover Letter and Department Head Cover Letter93

LIST OF TABLES

Table 1: National Turnover by Employee Level in The Lodging Industry29
Table 2: Item Analysis of the Self-score Scale42
Table 3: Population Demographics51
Table 4: Descriptive Statistics53
Table 5: Relationship between Mean Discrepancy Scores and Intent to Stay56
Table 6: Multiple Correlation Matrix Breakdown of Various Samples to Intent to Stay57
Table 7: Levels of Correlation between Intent to Stay and Discrepancy Scores D1 to D8.58
Table 8: Levels of Correlation between Intent to Stay and Discrepancy Scores D1 to D8 Hourly vs. Salaried and Female vs. Male.59
Table 9: Mean Scores and Variance Scores for self and Organization Questions - Female / Male and Hourly / Salaried Groups61
Table 10: Relationship between Age and Intent to Stay63
Table 11: Revised Relationship between Age and Intent to Stay64
Table 12: Relationship between Marital Status and Intent to Stay65

Table 13: Relationship between Level of Education Attained and Intent to Stay66
Table 14: Revised Relationship between Level of Education Attained and Intent to Stay66
Table 15: Relationship between Gender and Intent to Stay67
Table 16: Relationship between Tenure with the Organization and Intent to Stay68
Table 17: Relationship between Race and Intent to Stay68

LIST OF FIGURES

Figure 1. Person / Organizational Fit Model	3
Figure 2. Long-term Prescriptions for Turnover22
Figure 3. Short-term Prescriptions to Cure Turnover.28
Figure 4. Long-term Prescriptions to Cure Turnover29

REFERENCES CITED96
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BIBLIOGRAPHY	104
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CHAPTER I

INTRODUCTION

Background

Employee turnover is not a new topic. A recent study published by the American Hotel Foundation reports that over 1500 studies have been conducted on employee turnover (Woods, Heck, & Sciarini, 1998). Likewise, in 42 studies on turnover conducted in the 1990s, 500 correlations are identified as possible antecedents of employee turnover (Griffeth, Hom, & Gaertner, 2000). Despite this extensive research, employee turnover still persists at quite high levels in many industries.

Turnover rates for the lodging industry in 1997 as reported by the American Hotel Foundation range from 13.5% for managerial employees, to 11.9% for supervisory employees, to 51.7% for line-level employees (Woods, et al., 1998). These are much lower rates than the 105% rate for hourly employees and 46% rate for salaried employees, reported by Hiemstra (1988), or similarly high rates reported for hospitality related areas of business. Turnover rates are reported to be 100% in the overall hospitality industry (Katz-Stone, 1998) and 300% in the foodservice industry (Weiss, 1998). Despite these varying

levels of employee turnover in the hospitality industry, it is still acknowledged that turnover in the hospitality industry is still considered high in comparison to other industries as noted in the following levels of turnover:

- Other Industries Overall - 13% according to a survey conducted by William M. Mercer, Inc. (Rubis, 1998).
- U.S. Retail Stores - 75% (Sherman, 1997).

Although researchers have explored many aspects of employee turnover, the aspects receiving the most attention are organizational commitment (Blau & Boal, 1987; Good, Sisler, & Gentry, 1988; Mowday, Porter, & Steers, 1982), job satisfaction (Berg, 1991; Camp, 1994; Currivan, 1999), and intent to leave / stay, (Bluedorn, 1982; Heneman, 1980; Jackofsky, 1984; Jenner, 1984; March & Simon, 1958; Mobley, 1982; Mowday, et al., 1982).

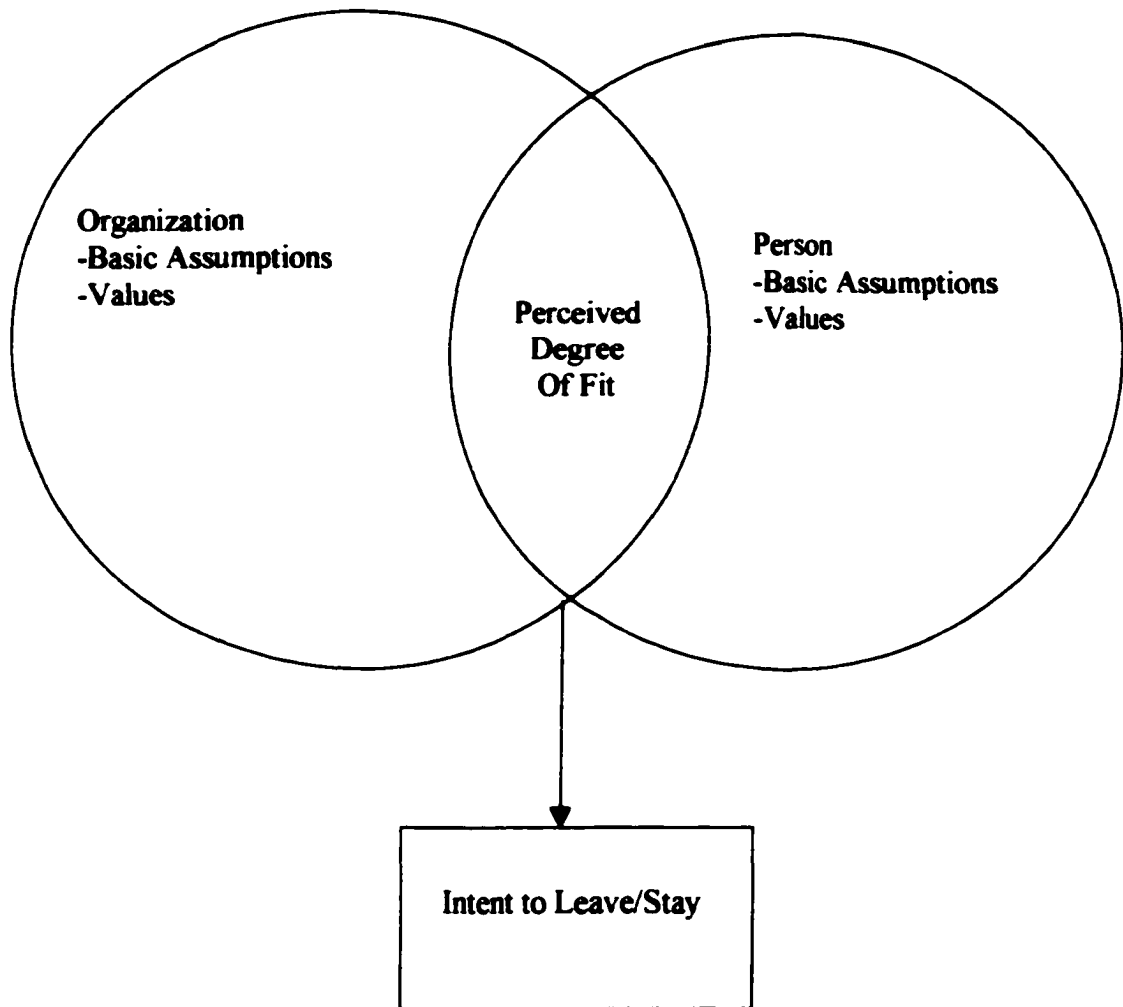
Purpose of the Study

There are two purposes for this study. The first purpose is to investigate the discrepancy between employees' personal basic assumptions and their beliefs about the basic assumptions of their employers. The relationship between this perceived discrepancy and an

employee's intent to leave / stay with their organization is displayed in Figure 1.

Figure 1

Person / Organizational Fit Model



Basic assumptions are deep-rooted core values, taken for granted by and invisible to employees and organizations. They include our relationship to our environment, the nature of reality, time, and space, the

nature of human nature, the nature of human activity, and the nature of human relationships (Schein, 1985). The second purpose of this study is to explore the affect of personal demographic characteristics such as age, gender, and marital status on employees' intent to leave / stay with their organization.

Justification for the Study

Despite all the research conducted on turnover, it is still an important topic in the lodging industry. The 1990s saw phenomenal growth and profits in the lodging industry, but at the same time the industry experienced extreme hardship due to low unemployment rates. From 1992 to 2000 unemployment rates dropped from 7.5% to 4.0% (Bureau of Labor Statistics, 2002). This created a huge burden for the industry because it could not find replacement workers to compensate for such high turnover levels.

2001 reflects an increase in unemployment to 4.8% (Bureau of Labor Statistics, 2002) and a decrease in business in the lodging industry brought about by an economic recession and a fear of flying due to the September 11, 2001 World Trade Center disaster. This is confirmed in the February 26 report from Price Waterhouse Cooper (Hanson, 2002). They report that the rate of hotel

room occupancy in the United States dropped 6.0% in the third quarter of 2001 and 6.5% in the fourth quarter of 2001. They attribute 37% of the drop in occupancy to the third quarter and 83% of the drop in the fourth quarter to prevailing economic conditions. The remaining drops in occupancy they report for the third and fourth quarters of 2001 are attributed to the increased fear of flying and travel in general brought about by the World Trade Center disaster.

The outlook for future employee turnover levels is not encouraging for U.S. businesses. Harkins (1998) predicts that overall turnover will reach 30-40% over the next ten years. This level is up considerably from the 13% turnover rate reported by William M. Mercer, Inc. (Rubis, 1998). Another important consideration when analyzing employee turnover is cost. Costs of overall employee turnover are estimated at \$10,000-\$30,000 per employee (Rubis, 1998). These costs include direct costs such as recruitment advertisements and moving expenses and indirect costs such as lost productivity and lost business due to employee turnover. Harkins (1998) estimates that employee turnover costs businesses up to five times the annual salary of the employee who leaves. An employee making \$30,000 a year

could cost the organization up to \$150,000 in direct and indirect costs associated with the employee's departure. This combination of low unemployment, high employee turnover, and the high costs associated with employee turnover are forcing U.S. businesses to focus more attention on the necessity to attract and retain employees than ever before.

Research Questions

The following research questions guide this study:

1. How does the discrepancy between an employee's basic assumptions and his / her perceptions of the organization's basic assumptions relate to an employee's intention to stay with the organization?
2. How do employee personal characteristics (e.g., age, marital status, education, and tenure with the organization) relate to an employee's intention to stay with the organization?

Definitions of Key Terms

Different words mean different things to different people. It is important that working or contextual definitions be listed for all key terms so that readers can have a uniform point of reference when examining this

study. The following definitions are offered in an attempt to do so.

Artifacts. The visible, tangible part of an organization's culture (Schein, 1985), dealing with such items as compensation plans, wage scales, policies and procedures, and training programs.

Basic Assumptions. Basic assumptions are deep-rooted core values, taken for granted by and invisible to employees and organizations and include our relationship to our environment, the nature of reality, time, and space, the nature of human nature, the nature of human activity, and the nature of human relationships (Schein, 1985).

Basic Assumption Discrepancy Score. This score is derived from the difference between the summated scores from an eight-item scale measuring the employee's basic assumptions about the organization and an eight-item scale measuring the employee's perception of what the organization assumes about itself.

Dysfunctional Turnover. Dysfunctional turnover is defined as the level that produces a divergence between the organization's optimal balance of costs associated with turnover and the costs associated with retaining employees (Abelson & Baysinger, 1984).

Employee Turnover. Employee turnover is the number of employees who leave during a period, divided by the average number of employees during a period (Price, 1977).

Functional Turnover. Functional turnover is the provision of desirable results for the organization caused by turnover (Abelson & Baysinger, 1984).

Intent to Leave. Intent to leave is the likelihood that an employee will not maintain membership in an organization (Currivan, 1999).

Involuntary Turnover. Involuntary turnover is movement not initiated by the individual - examples of which are dismissals, layoffs, retirements, and deaths (Price, 1977).

Job Satisfaction. Job satisfaction is the extent of the positive emotions an employee has toward a work role (Currivan, 1999).

Organizational Commitment. Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization, (Mowday, Porter, & Steers, 1982, p. 27).

Organizational Culture. Organizational culture is the shared attitudes and perceptions in an organization that are based on a set of fundamental norms and values that help members understand the organization (Wagner & Hollenbeck, 1992, p. 695).

Personal Characteristics. These include age, marital status, level of education, gender, race, and tenure in the organization (Mowday, Porter, & Steers, 1982).

Racial Minorities. These designations are based on Equal Employment Opportunity Employer Information Report categories (as cited by Woods, Heck, & Sciarini, 1998) and include Asian or Pacific Islander, Black (not of Hispanic origin), Hispanic, and American Indian or Alaskan Native. White, not of Hispanic origin is another category listed, but it is not part of the definition of racial minority.

Asian or Pacific Islander. All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. This area includes China, India, Japan, Korea, the Philippine Islands and Samoa, among others.

Black (not of Hispanic origin). All persons having origins in any of the Black racial groups of Africa.

Hispanic. All persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

American Indian or Alaskan Native. All persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.

White (not of Hispanic origin). All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

Values. An individual's values refer to the principles and tenets that are based on his / her beliefs and guide attitudes and behaviors (Gordon, 1996).

Voluntary Turnover. Voluntary turnover is individual movement across the membership boundary of a social-system initiated by the individual - examples of which are quits and resignations (Price, 1977).

Chapter Summary

Employee turnover is a very popular topic. Despite extensive research in this area over the last fifty years, employee turnover in the hospitality industry is still extremely high. The purpose of this research paper is to explore the impact of the perceived discrepancy between the employee's basic assumptions (values) and the employee's perception of the organization's basic assumptions. This exploration will view this discrepancy in the context of employee personal characteristics and the impact on employee intent to stay in the hotel industry. Additionally, this research paper will explore the

relationship between the personal characteristics of employees and their intent to stay with the organization.

In an effort to do quality research of this current problem, it is necessary to review literature to gain a clear understanding of the problem and previous research effort to examine it. The following chapter will focus on organizational commitment, job satisfaction, intent to leave / stay, turnover, personal characteristics, and the person / organizational fit of basic assumptions.

CHAPTER II

LITERATURE REVIEW

The literature related to the proposed research questions is presented as follows: (a) turnover, (b) job satisfaction, (c) organizational commitment, d) organizational culture, (e) value congruence, (f) person / organizational fit, (g) intent to leave/stay, (h) personal characteristics, and (i) hospitality industry research on turnover.

Turnover

There are many ways to define or calculate turnover. Woods, Heck, and Sciarini (1998, p.6) identify the following three distinct formulas used by hotel companies to compute turnover:

- Count beginning number of employees and hires; subtract ending employees to determine turnovers; then divide that number by number of positions.
- Divide average number of employee separations during a period by the average number of employees.
- Count W-2 forms at end of year; deduct current employees to determine number of employees lost; divide total by number of positions.

Price (1977) identifies seven common methods for calculating turnover including average length of service, accession rate, separation rate, stability rate, instability rate, survival rate and wastage rate. For the purpose of this research, employee turnover is defined as the separation rate, which is the number of employees who left during a period, divided by the average number of members during the period (Price, 1977). This separation rate is thought to be the most prevalent approach to calculating turnover (Mowday, Porter, & Steers, 1982).

Employee turnover is classified as voluntary or involuntary, functional or dysfunctional, or avoidable or unavoidable (Griffeth & Hom, 2001). Involuntary turnover refers to employees who have been terminated by the company. Relatively little research has been done on involuntary turnover due to the fact that most organizations are interested in reducing undesirable turnover, and involuntary turnover is perceived by organizations as desirable turnover (Griffeth & Hom, 2001). DeMicco and Giridharan (1987) indicate that even though it is perceived that involuntary turnover is thought to be necessary and justified, the causes of terminations due to just cause are really due to poor human resource practices. Likewise, Barrick & Mount (1994) focus their attention on

involuntary turnover due to the reduction in work forces. In contrast, voluntary turnover receives the most attention by researchers (Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Price, 1977; Steers & Mowday, 1981). These researchers all developed models to explain voluntary turnover. The driving force for this emphasis on voluntary turnover is the fact that most turnover is voluntary, from Campion's study (as cited in Griffeth & Hom, 2001), and that it is the undesirable turnover organizations wish to decrease.

Turnover is also described as either functional or dysfunctional. Functional turnover is identified as the exit of substandard performers. For the most part, turnover is viewed as dysfunctional due to the loss of employees, which impacts those who remain, customer loyalty, and profitability. Businesses' inability to find suitable employees due to low unemployment support this assessment that employee turnover is dysfunctional. Abelson & Baysinger (1984) disagree with the assumption that employee turnover is dysfunctional, and Dalton, Tudor, & Krackhardt (1982) and Hollenbeck and Williams (1986) believe that employee turnover has both functional and dysfunctional consequences. Some turnover is necessary to develop

innovation and creativity and to provide upward mobility within the organization.

Finally, turnover is either avoidable or unavoidable. Unavoidable turnover is turnover outside the control of the organization. Factors outside the control of the organization reported in studies by Abelson and Campion (as cited in Griffeth & Hom, 2001) include childbirth, full-time care for relatives, family moves, acute medical disability, and death. Here again, unavoidable turnover is something organizations have little control over, and therefore it is the avoidable, undesirable, turnover that receives the most attention from employers (Griffeth & Hom, 2001).

Job Satisfaction

Job satisfaction is defined as the degree of positive emotions an employee has toward a work role (Currivan, 1999). Camp (1994) finds little relationship between job satisfaction and turnover. Berg (1991), on the other hand, discovers that job satisfaction is a reliable predictor of intent to stay. In fact, Berg finds that employee job satisfaction increases as the perception that job availability outside the organization increases. Berg believes that this is possible because employees who

perceive there are more jobs available outside the organization feel less trapped in their current jobs and experience higher levels of job satisfaction. Other researchers identify links between job satisfaction and intent to leave or stay with an organization or actual turnover itself (Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Price, 1977). Mobley's Intermediate Linkage Model presents a turnover model, which identifies intermediate linkages in the job satisfaction-turnover relationship. Mobley's model further suggests that dissatisfaction triggers an employee's thoughts of leaving, search evaluation and behavior, the evaluation of alternatives, intentions to quit, and finally turnover (Mobley, 1982).

Mobley, Griffeth, Hand, & Meglino (1979) report in their review of studies in the 1970's that overall satisfaction and turnover have a negative relationship. They also report that this relationship is not an overly strong one, with the amount of variance accounted for being less than 14%.

Price (1977) also developed a model looking at the relationship between satisfaction and turnover. Price's model explores the relationship between the determinant's pay, integration, instrumental / formal communications, and

centralization, operating through the intervening variables satisfaction, opportunity, and employee turnover. Price finds a negative relationship between satisfaction and turnover.

Additional research indicates that job satisfaction is a better predictor of organizational commitment than self-reported intent to leave / stay (Good, Sisler, & Gentry, 1988; Mowday, Porter, & Steers, 1982).

Organizational Commitment

Mowday, Porter, & Steers (1982, p. 27) define organizational commitment as the "relative strength of an individual's identification with and involvement in a particular organization." Both organizational commitment (Blau & Boal, 1987; Mowday, Porter, & Steers, 1982; Van Yperen & Hagedourin, 1996) and job satisfaction (Gregson, 1992) are negatively correlated with intent to leave, but organizational commitment is the better predictor of employee turnover (Camp, 1994; Good, Sisler, & Gentry, 1988; Griffeth, Hom, & Gaertner, 2000).

One of the most accepted perspectives of organizational commitment is the attitudinal and behavioral perspective (Meyer & Allen, 1997). Mowday, Porter, and

Steers (1982, p. 26) describe the two approaches as follows:

Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization.

Behavioral commitment, on the other hand, relates to the process by which individuals become locked into a certain organization and how they deal with this problem.

Mowday, et al. (1982) view this as a reciprocal relationship where attitudinal commitment to the organization influences committing behaviors and committing behaviors influence attitudinal commitment to the organization. Another important focus of their research addresses the antecedents and outcomes of commitment. Mowday, et al. identifies personal characteristics, role-related characteristics, structural characteristics, and work experience as antecedents to commitment. These researchers developed their Organizational Commitment Questionnaire (OCQ) based on these antecedents.

In a meta-analysis by Griffeth, Hom, and Gaertner, (2000), they report that Mowday, Porter, and Steers' (1982) Organizational Commitment Questionnaire is a superior predictor of intent to leave, and that

intent to leave is still the best predictor of employee turnover.

Another view of organizational commitment comes from the research conducted by Meyer and Allen (1991). They developed a three-component concept of organizational commitment that identifies three distinctive components that reflect a desire, a need, and an obligation to continue affiliation with an organization. The three specific components are affective commitment, continuance commitment, and normative commitment. Allen and Meyer (1990a) refer to affective commitment as an employee's emotional attachment to, identification with, and involvement in the organization. They refer to continuance commitment as the costs associated with leaving the organization, and normative commitment as an employee's feelings of obligation towards the organization. As noted in numerous studies (as cited in Allen & Meyer, 1996) both affective and normative commitment has a significant negative correlation with turnover intention and turnover. All three components, affective commitment, continuance commitment, and normative commitment have a significant positive correlation with intention to remain. Continuance

commitment correlates somewhat negatively with both turnover intention and turnover, but in some instances it is not significantly correlated with either turnover variable.

O'Reilly and Chatman (1986) propose a similar view of organizational commitment. They state that commitment can take on three distinct forms, identified as compliance, identification, and internalization and are defined as follows:

Compliance occurs when attitudes and behaviors are adopted not because of shared beliefs, but simply to gain specific rewards. In this case, public and private attitudes may differ. Identification, in Kelman's terms, occurs when an individual accepts influence to establish or maintain a satisfying relationship; that is, an individual may feel proud to be a part of a group, respecting its values and accomplishments without adopting them as his or her own. Internalization occurs when influence is accepted because the induced attitudes and behavior are congruent with one's own values; that is, the values of the individual and the group or organization are the same (O'Reilly & Chatman, 1986, p.493).

Although O'Reilly & Chatman (1986) have added to the body of research regarding the phenomenon of organizational commitment by identifying the three distinct forms of commitment, they have had difficulty identifying forms of commitment as distinct variables

with high correlations amongst them (Meyer & Allen, 1997).

Organizational Culture

Organizational culture is made up of the shared attitudes and perceptions in an organization that are based on a set of fundamental norms and values that help members understand the organization (Wagner & Hollenbeck, 1992, p. 695). Schein (1988) believes that organizational culture is made up of artifacts, values, and basic assumptions. Artifacts are the tangible aspects of an organization's culture and include items such as compensation plans, wage scales, policies and procedures, and training programs. Hospitality companies historically focus on artifacts such as pay or benefit systems to reduce employee turnover. Woods, Heck, and Sciarini (1998, p.8) support this view and provide a list of long-term prescriptions for turnover and include those items listed in Figure 2. All of the prescriptions listed in Figure 2 are artifacts of the organization's culture. They are visible, tangible aspects of culture. Although these programs and activities play an important role in an organization's attempt to reduce turnover, they are only part of the solution. Values

Figure 2: Long-term Prescriptions for Turnover

The development of better socialization programs
 The development of training programs in respective
 employee languages
 Career path development
 Quality circles
 Partner and profit sharing programs
 Incentive programs
 Child-care and family counseling
 The identification of alternative employees
 The improvement of pay scales

and basic assumptions can play a greater role in reducing turnover. In a study by Schneider (as cited in O'Reilly, Chatman, & Caldwell, 1991), he indicates that individuals and organizations may be attracted to one another based on perceived values. Once new employees are hired, they are socialized and assimilated into the organizations, and those who don't fit, leave.

Schein (1988) identifies basic assumptions as deep-rooted, core values; values that are so integrated in one's organization or in one's personal beliefs that they are almost seamless. Schein (1988) believes that basic assumptions refer to how an organization views its environment, human nature, human activity, human relationships, reality, time, and space. If any kind of long-term behavioral change is desired, it is these basic assumptions, which must be changed. Deep-rooted values are

difficult to change, whether by the individual or the organization (Schein, 1988).

Taylor & Cosenza (1997, p. 3) agree with Schein regarding the importance of organizational culture as it relates to its influence on employee turnover. They suggest that organizations should communicate their values to their employees in order to increase their level of consent, participation, motivation, and moral involvement.

Person / Organizational Fit

Person / organization fit is defined as the congruence between patterns of organizational values and patterns of individual values (Chatman, 1991). Chatman suggests that the level of congruence between person / organization values will affect an individual's behaviors and attitudes, such as turnover and intent to leave. Chatman used the Organizational Culture Profile (OCP) (O'Reilly, Chatman, & Caldwell, 1991) comprised of 54 value statements to measure person/organization fit. The results indicate a significant negative correlation between person / organization fit and both intent to leave and actual turnover.

O'Reilly, Chatman, and Caldwell (1991) also focus their research attention on the person / organization fit relationship. They conducted a longitudinal study using

data from accountants and MBA students and cross-sectional data from employees of government agencies and public accounting firms to develop and validate their instrument for assessing person / organization fit, the Organizational Culture Profile (OCP). Their research shows that person / organization fit predicts job satisfaction, and organizational commitment a year after person / organization fit is measured. They also find that person / organization fit predicts actual turnover two years after person / organization fit is measured.

Research by Vancouver and Schmitt (1991) looks at the relationship between the organization members' agreement on organizational goals and their attitudes and intentions regarding the organization. The research focuses on the congruence between hierarchical levels (supervisor-subordinate) and within a level (member-constituent). They find that an increase in goal congruence among members of a constituency (teachers) and between hierarchical levels (principals and teachers) decreases the intention to quit.

Intent to Leave or Stay

Much research has been done regarding intent to leave or stay as a precedent to employee turnover (Jackofsky, 1984; March & Simon, 1958). The research indicates that

intent to leave / stay is the most direct predictor of turnover (Bluedorn, 1982; Currivan, 1999; Griffeth et al., 2000). It is also accepted that intent to leave or stay is affected by two factors: personal characteristics and prevailing economic conditions (March & Simon, 1958; Mobley, Griffeth, Hand & Meglino, 1979; Mowday, Porter, & Steers, 1982). Personal characteristics that may affect an employee's intent to stay or leave include age, family responsibility, and education. Prevailing economic conditions that may affect an employee's intent to stay or leave include unemployment levels, hotel development, and supply of jobs.

Personal Characteristics

Much has been written about individual demographics and personal characteristics. Those personal characteristics receiving the greatest amount of attention include age, gender, race, level of education, tenure, and marital status. Age is negatively correlated with turnover (Bluedorn, 1982; Cotton & Tuttle, 1986; Griffeth, Hem, & Gaertner, 2000; Mobley, Griffeth, Hand, & Meglino, 1979; Porter & Steers, 1973; Price, 1977).

Several studies report mixed results regarding issues of gender and turnover. Mobley, et al. (1979) report little

relationship between gender and turnover. A later study by Cotton and Tuttle (1986) indicates that women are more likely to leave their jobs than men are. Finally, a recent study by Griffeth, et al. (2000) finds that women leave their jobs at the same rate as men.

The relationship between level of education (or cognitive abilities) and turnover has also produced mixed results. Price (1977) and Cotton and Tuttle (1986) report a positive relationship between education level and turnover, whereas Mobley, et al. (1979) report inconclusive results and Griffeth, et al. (2000) report no correlation.

Other turnover related variables have been the subject of several studies. Married employees are found to be somewhat less likely to leave the organization (Bluedorn, 1982; Cotton & Tuttle, 1986). Tenure is believed to have a negative relationship with turnover (Cotton & Tuttle, 1986; Mobley, et al. 1979; Porter & Steers, 1973; and Price, 1977). Finally, Griffeth, et al. (2000) indicates there is no relationship between race and turnover.

Hospitality Industry Research

Over the years much has been written about turnover in the hospitality industry. Much of the research in the early eighties focuses on how to manage turnover and associated

costs of turnover. Wasmuth and Davis (February, 1983) focus their attention on increased retention of employees and associated reduction in labor costs and increased profits. They identify management strategies that are intended to reduce costs and strengthen the organization, as did DeMicco and Giridharan (1987), who identify improved hiring, orientation, selection, and training processes as key ingredients to reduce turnover.

In research conducted by McBeth and Mondy (1985), Club Managers are surveyed to find out what factors cause some managers to stay with a club for many years and others do not. One of the findings of the study is that job satisfaction plays a role in job tenure. They find that those managers who are satisfied with their last job seem to be more satisfied with their current job and have longer tenure in their position. Other job related factors affecting job tenure are challenging work, stress levels, and autonomy. Finally, McBeth and Mondy (1985) find that managers who feel they are underpaid leave sooner than managers who feel they are paid adequately do. This indicates a perception that internal inequity of pay leads to turnover.

Another study focuses on restaurant managers and identified both job satisfaction and organizational

commitment as antecedents for intent to leave (McFillen, Riegel, & Enz, 1987). They find that training received, work hours and scheduling, managerial skills of supervisors, and organizational policies are the major contributing factors to managers intending to leave the organization.

Woods and Macauley (1989) identify numerous short-term and long-term prescriptions to cure turnover. Those prescriptions are listed in Figures 3 and 4.

Figure 3: Short-term Prescriptions to Cure Turnover

"Surface" your company's culture.
 Find out why short-term employees leave.
 Find out why long-term employees stay.
 Ask employees what they want.
 Give employees a voice in job performance and the organization.
 Check managers' bias regarding hourly workers.
 Develop a recruiting system tailored to meet the needs of the company.
 Develop orientation programs that fit your culture.
 Take employment interviews seriously.

In one of the most recent studies on employee turnover in the hospitality industry, conducted on behalf of the American Hotel Foundation, Woods, Heck, and Sciarini (1998) find that actual employee turnover is much lower than in previously reported research. Table 1 shows a dramatic

decline in employee turnover rates for all employee levels from 1995-1997.

Figure 4: Long-term Prescriptions to Cure Turnover

Establish socialization programs to teach employees your company's values and beliefs.
Create training programs that speak your employee's language.
Establish career paths for hourly employees.
Involve employees in quality circles.
Develop partner or profit sharing programs.
Create incentive programs.
Establish child-care and family-counseling programs.
Create working environment that supports non-traditional employees (e.g., flextime, job sharing, and appropriate benefits packages).
Establish competitive pay scale.

Table 1: National Turnover by Employee Level in the Lodging Industry

	1997		1996		1995	
	%	n	%	n	%	n
Line-level employees	51.7	3,980	75.4	2,229	82.9	1,524
Supervisory employees	11.9	271	19.2	247	18.1	212
Managerial employees	13.5	1,585	17.8	1,516	17.8	1,461

(Source: Woods, Heck, & Sciarini, 1998, p. 12)

Another major focus of this study is on the internal and external causes of turnover reported by the respondents. The top five internal causes of turnover are rate of pay, communication problems, lack of advancement, lack of recognition for a job well done, and conflict with

management (p. 11). The top five external causes of turnover are better pay elsewhere, increased pay in other industries, low unemployment, a strong local or regional economy, and low quality of employees overall.

Most of what is written about turnover in the hospitality industry focuses on pay, benefits, poor supervision, work schedules, and lack of training. These items are described as artifacts of the organization, the visible, tangible part of an organization's culture (Schein, 1988). To get to the root of the turnover problem, the hospitality industry needs to move further into the area of organizational culture and focus on the invisible portion of an organization's culture, its basic assumptions.

The hotel industry experienced enormous growth in the 1990s. Most hotel companies experienced high occupancies and high profits. As hotel companies expand and grow, a greater demand is placed on the need for additional employees. In addition to this there is an increased demand for employees in all areas of the economy, especially with the phenomenal growth of the high-tech industry. Coupled with this growth is the fact that the baby boomer generation continues to age and is now beginning to leave the work force.

The hotel industry is no exception. Many hotel companies find themselves looking for nontraditional sources for workers. The result is that the hotel industry is more diverse than ever before. It also means that hotels have to increase wages to levels never before seen. Despite this influx of additional workers and higher wages, hotel companies still have difficulty attracting and retaining employees.

Prior to September 11, 2001, the Bureau of Labor Statistics projected that during the 2000-2010 time period, the service-producing sector would continue to be the leading job generator in the economy (Bureau of Labor Statistics, 2002). The BLS also projects a more diverse workforce with women accounting for 48% of the labor force and the following increases / decreases in the labor work force:

* Asian and other	+44%
* Hispanic	+36%
* Black	+21%
* White non-Hispanic	+9%

A large part of the work force in the hotel industry is made up of minorities, either females, blacks, Hispanics, or Asians. That work force is also relatively young.

Because of its diversity and youth, this population in the hotel industry requires continued research.

Chapter Summary

The literature illustrates that intent to leave or stay is the best predictor of employee turnover. Intent to leave is sometimes affected by prevailing economic conditions. Employees who perceive that they will have difficulty finding other employment because of a reduction in jobs available might stay in their current position, even though they intend to leave the organization. Likewise, an employee who has no intention of leaving might choose to do so because he / she feels job opportunities are more readily available due to a robust economy.

Organizational commitment is still the best predictor of intent to leave. Much of the current literature focuses on the individual / organizational fit component of organizational commitment. The research indicates that the greater the fit between an individual and the organization the more likely they are to be committed to the organization.

Personal characteristics such as age, race, gender, tenure with the organization, and marital status are also very important topics of research in relationship to

employee turnover. The hotel industry has greater diversity in its workforce than many other industries, and personal characteristics are an important consideration when researching the causes or antecedents to employee turnover in the hotel industry.

Finally, it is the organizational culture literature that identifies basic assumptions as a critical component of a strong organizational culture. These basic assumptions are an important link in the individual / organizational fit literature. It is this author's contention and the hypothesis of this paper that the greater the discrepancy between an individual's basic assumptions and what he / she perceives to be the organization's basic assumptions, the less likely he / she is to stay with an organization.

CHAPTER III

METHODOLOGY

The purpose of this chapter is to identify the methodology used in this study. Components of the methodology used include the rationale for the research design, research questions, hypotheses, variables, instrument, pilot test, population, data collection procedures, and statistical analysis.

Rationale for the Research Design

This study uses a revised form of Stockman's Individual / Organizational Fit Questionnaire to collect information. The questionnaire uses a Likert-type scale to collect data on the individual / organizational fit of basic assumptions and a combination of single and multiple response questions to gather information on an individual's intent to leave or stay along with personal demographic attributes. Two cover letters are used to introduce the participants to the study and to convey anonymity. One cover letter is intended for the department heads distributing the questionnaires, and the other cover letter is attached to the individual questionnaires to be

completed by the research participants. Copies of both cover letters and questionnaire are included in Appendix A.

Research Questions

The following research questions guide this study:

1. How does the discrepancy between an employee's basic assumptions and his / her perceptions of the organization's basic assumptions relate to the employee's intention to stay with an organization?
2. How do an employee's personal characteristics (e.g., age, marital status, education, and tenure with the organization) relate to the employee's intention to stay with the organization?

Hypotheses

Hypothesis H1a

There is a negative relationship between the basic assumption discrepancy score and the employee's self-reported intention to stay with the organization.

Hypothesis H1o

There is no negative relationship between the basic assumption discrepancy score and the employee's self-reported intention to stay with the organization.

Hypothesis H2a

There is a positive relationship between age and the employee's intention to stay with the organization.

Hypothesis H2o

There is no positive relationship between age and the employee's intention to stay with the organization.

Hypothesis H3a

There is a positive relationship between married employees and the employee's intention to stay with the organization.

Hypothesis H3o

There is no positive relationship between married employees and the employee's intention to stay with the organization.

Hypothesis H4a

There is a positive relationship between the level of education attained and the employee's intention to stay with the organization.

Hypothesis H4o

There is no positive relationship between the level of education attained and the employee's intention to stay with the organization.

Hypothesis H5a

Male employees are more likely to intend to stay with the organization than female employees are.

Hypothesis H5o

There is no relationship between the gender of employees and their intention to stay with the organization.

Hypothesis H6a

There is a positive relationship between tenure in the organization and the employee's intention to stay with the organization.

Hypothesis H6o

There is no positive relationship between tenure in the organization and the employee's intention to stay with the organization.

Hypothesis H7a

There is a negative relationship between minority racial status and intention to stay with the organization.

Hypothesis H7o

There is no negative relationship between racial status and intention to stay with the organization.

Variables Defined

The independent variables in this study are (a) mean discrepancy score of perceived individual / organizational basic assumptions, (b) age, (c) marital status, (d) level of education, (e) gender, (f) tenure in the organization, and (g) race. The dependent variable in this study is the employee's self-reported intent to stay with the organization.

Mean discrepancy score is measured using the Person / Organizational Fit Questionnaire developed for this research (Appendix A). The mean discrepancy score is derived from the difference between the summated scores from an eight-item scale measuring the employee's basic assumptions about the organization and an eight-item scale measuring the employee's perception of what the organization assumes about itself. The respondents indicate the degree to which they agree or disagree using a five-point Likert-type scale, ranging from strongly disagree to strongly agree.

The other independent variables, age, marital status, level of education, gender, tenure in the organization and race are measured using the self-report answers provided on the Personal Data section of the Person / Organizational

Fit Questionnaire (Appendix A). Categories for each of the demographic independent variables are as follows:

age: 37 years old or less, 38 - 57 years old, and 58 years old or older; sex: female and male; marital status: married and not married; years of formal education completed: did not complete high school / GED, high school / GED, some college, associate's degree, bachelor's degree, and graduate degree; race: American Indian or Alaskan Native, Asian or Pacific Islander, Black (not of Hispanic origin), Hispanic, and White (not of Hispanic origin); years at this hotel: less than one year, 1 - 3 years, 4 - 6 years, 7 - 9 years, and 10+ years.

The dependent variable, intent to stay, is measured using a self-reported response to the question, "How long do you plan on working for this organization?" Response categories include: less than 1 year, 1 - 3 years, 4 - 6 years, 7 - 9 years, and 10+ years.

The Instrument

The instrument used for this study is a revised-version of Stockman's Individual / Organizational Fit Questionnaire. This instrument is both valid and reliable.

The questionnaire (Appendix A) contains twenty-four questions measuring perceived individual / organizational

fit of basic assumptions, intent to leave or stay, and personal attributes. The first sixteen questions are an amended version of Stockman's (1990) original instrument (Appendix B). Stockman's original instrument listed ten pairs of questions with the first question dealing with the individual's belief and the second question dealing with the individual's perception of the organization's belief. The updated version of the survey used in this study lists all of the individual beliefs in the first section and all of the individual's perceptions of the organization's beliefs in the second section. Two sets of questions, four variables, were dropped from the original survey instrument after the completion of the factor analysis. Respondents indicate the degree to which they agree or disagree with each item using a five-point Likert-type scale.

Question seventeen is a multiple-choice question dealing with intent to stay. It is from Stockman's original instrument and asks "How long do you plan on working for this organization?" Jenner (1984) found that a single item measure such as this is a reliable predictor.

Six questions deal with personal attributes (Appendix A, items 18-23). These six questions provide data on the independent variables of age, gender, marital status, years of formal education, race, and years with the company. The

last question, number 24, requires the respondent to indicate whether he / she is a salaried or hourly employee. This information is sought to help determine whether there are perceived differences between the two groups of employees.

Respondents supply information on age, using a one-item, self-reports measure. Gender is coded 0 if a subject is female and 1 if a subject is male. Marital status is measured similarly, with a subject who is currently married coded 0 and those who are currently unmarried coded 1. Educational level for each subject is measured by using a self-reported answer to "years of formal education completed." Likewise, information on race was collected using a self-reported answer to "race." Racial minorities include those employees who fall under the following categories:

1. American Indian or Alaskan Native
2. Asian or Pacific Islander
3. Black (not of Hispanic origin)
4. Hispanic

Information on years with the company is supplied using one-item self-report measure.

Content validity was established in the original pilot study conducted in 1990 utilizing a panel of experts to

assess the appropriateness of the questions, item clarity, and ease of completion. Factor analysis was conducted on the original 1990 data to validate the scale. Based on this analysis, two sets of questions (four variables) were eliminated from the questionnaire. Table 2 shows the correlation scores between the scores reported for each of the self questions in the 1990 survey compared to the total scores reported for all eight of the self questions. These fairly high and consistent correlation scores indicated that the eight self-questions are closely related and form a scale. This scale is used to measure both individual and organizational basic-assumption scores.

Table 2: Item Analysis of the Self-Score Scale

Self-Score Scale	Pearson r to Total Self
ENVSELF	.554**
LTSELF	.600**
TRTHSELF	.653**
GOODSELF	.606**
GOVSELF	.568**
OBSTSELF	.614**
PWRSELF	.288*
CARESELF	.537**

Note: All correlations of .288 or greater are significant ($p < .05$), $N = 53$.

Reliability is determined by using the test-retest data from the original study for intent to stay. It provides a reliability score of $r = .94$. In addition,

Cronbach's alpha is calculated for the original data set both before and after factor analysis. Those scores are .7975 and .8267 respectively. Both scores are above the recommended Cronbach's alpha score of .70.

Pilot Study

A pilot study was planned for the first part of June 2002 at a full-service, mid-scale hotel in Milwaukee, Wisconsin. Roughly 60 questionnaires were distributed to full-time, hourly and salaried employees at the hotel. A 50% return rate was expected.

The goals of the study, the importance of the anonymity of the subjects, and the confidentiality of their responses were discussed with the human resource manager at the hotel. Top management supported this study. Department heads assisted in the distribution of surveys to the full- and part-time employees in their departments. Each survey packet included a cover letter, survey, and return envelope. Participants were asked to place their completed surveys in the envelopes provided, seal them, and return them to human resources through inter-office mail.

This pilot study was conducted to help assess the appropriateness of the questions, item clarity, and ease of

completion. The pilot study identified potential problems before the actual study was begun later in the summer.

Population

The population for the purpose of this study consists of approximately 800 full- and part-time, salaried and hourly employees working at a full-service Midwestern resort. Part-time employees are included in the research because these employees work 32+ hours per week and qualify for a full benefit-package, as do full-time employees.

Sample

The sample for this study consists of all 800 full-time and part-time, hourly and salaried, employees of a full-service Midwestern resort. Participation in the study is entirely voluntary.

Data Collection

Questionnaires were distributed to approximately 800 full- and part-time, hourly and salaried employees at a full-service Midwestern resort. A 37.5% return rate was expected.

The importance of the anonymity of the subjects, and the confidentiality of their responses were discussed with

the human resource manager at the main study site. Top management at the resort supported this research.

Department heads assisted in the distribution of surveys to the full and part-time employees in their departments. Each survey packet included a cover letter, survey, and return envelope. Approximately 800 surveys were distributed.

Participants were asked to place their completed surveys in the envelopes provided, seal them, and return them to human resources through inter-office mail. Data collection was scheduled for late summer 2002.

Statistical Analysis

Basic descriptive analyses are completed including mean, standard deviation, and range of variables. Correlation analysis is done on pairs of questions (items 1-16) along with the total score of the individual scale versus the organizational scale and intent to stay. Likewise, chi-square analysis is used to look at the relationship between personal attributes (items 18-23) and intent to stay. Chi-square analysis is used because the personal attribute variables are either nominal variables, used to measure gender, race, and marital status, or

ordinal variables used to measure age, education, and tenure with the organization.

Chapter summary

The methodology design for this research seeks to address the following research question of whether the discrepancy between an employee's basic assumptions and his / her perception of the organization's basic assumptions relate to the employee's intention to stay with an organization. It also seeks to address the research question of whether an employee's personal characteristics (e.g., age, marital status, education, and tenure with the organization) relate to the employee's intention to stay with the organization. The employees of a full-service Midwestern resort serve as the sample for this research.

CHAPTER IV

ANALYSIS AND PRESENTATION OF FINDINGS

Results of pilot study

The pilot study was conducted at a full-service, mid-scale, franchised hotel in Milwaukee, Wisconsin. Fifty surveys with accompanying cover letters were distributed to hotel managers who in turn distributed them to all full-time, hourly, and salaried employees. The pilot study was conducted to help assess the appropriateness of the questions, item clarity, and ease of completion of the survey.

Of the fifty surveys distributed, thirty completed or semi-completed surveys were returned. Of the thirty surveys returned, one respondent failed to provide any personal information, another failed to answer the question regarding intent to leave / stay. Seven respondents failed to report their age. One respondent did not report his / her gender, and twelve respondents provided no response for how long they have worked for the organization. Only eight out of the thirty surveys (26.7%) were filled out completely. One reason for this low completion rate might be that respondents felt that providing

specific answers to questions such as "how old are you" or "how long have you worked for this organization" could identify them.

Based on the results of the pilot study, two changes were made to the survey instrument itself, which encouraged respondents to answer the questions of age and years at this hotel / resort. The age question was changed from a listing of the question "age" followed by a blank line, where the respondent was asked to fill in his / her exact age, to the question of "age" followed by three age categories from which to choose. The categories were 37 years old or less, 38-57 years of age, and 58 years old or older. The provision of age categories was intended to provide the respondent with the sense of greater anonymity while at the same time providing a range of ages for this study. The age categories also corresponded with the following generational age categories (Mendenhall, 1997):

- Generation Xers - born after 1964
- Baby Boomers - born between 1946 & 1964
- Matures - born between 1909 & 1945

These generational age categories were used to help explain possible increased generational differences in basic assumptions (core values) of respondents and their impact on intent to stay.

A second change to the survey instrument was needed due to the low response rate for the question asking "years at this hotel / resort." As with the "age" question, this question listed the question "years at this hotel / resort" followed by a blank line intended for a specific answer by the respondent. The format for this question was changed to provide the respondent with five categories from which to choose. These categories corresponded with the categories provided for a previous question regarding the respondent's intent to leave / stay with the organization. Those categories were:

- less than one year
- 1 - 3 years
- 4 - 6 years
- 7 - 9 years
- 10+ years

The intent of this change was to provide the respondents with greater anonymity and therefore to increase the number of completed surveys.

The purpose of this pilot study was to help assess the appropriateness of the questions, item clarity, and ease of completion of the questionnaire. This was accomplished, and two changes were made to the Personal Data section of the

questionnaire. No statistical analysis was done for this pilot study to validate scale items. There was a small sample size (30), and only eight of those surveys were usable. Scale items had been validated previously during factor analysis using original 1990 data, and this was thought to be sufficient.

Demographics of involved population

In the fall of 2002 the revised survey is distributed to all exempt, full-time, and part-time employees at a full-service Midwestern resort. 753 surveys are distributed and 398 surveys are returned. Of the 398 turned in, 371 are usable, providing a 49.3% response rate. Of the 398 surveys returned, 27 surveys are not used due to an excessive amount of missing data. Of the 27 surveys not used, 21 surveys have no personal data filled out, 4 surveys have no responses for either the individual or the organization, and 2 surveys are missing 4 or more responses for personal data. The demographics of those surveys used in this study are illustrated in Table 3.

The demographic data indicates that most employees responding in the survey intend to stay with the organization. 40.4% of the respondents indicate that they intend to stay with the organization for 10 or more years.

73.8% of the respondents intend to stay with the organization for 4 or more years, and only 4.9% of respondents intend to stay with the organization for less than one year.

64.4% of respondents are 37 years old or less. 30.7% are 38-57 years old, and only 4.9% are 58 years old or older.

Almost two-thirds of the respondents (65.2%) are females, and most of the respondents are unmarried (53.9%). 92.5% of respondents are white (not of Hispanic origin), and 80.6% are hourly employees.

65.7% of respondents have attended some college. 20.8% have bachelor's degrees and 3.0% have graduate degrees.

More than half of those responding (51.5%) have been with the organization for 3 or fewer years. 18.9% of respondents have been with the organization for ten years or more.

Table 3: Population Demographics

Variable	Categories	n	%
Intent to stay			
Less than one year	1	18	4.9
1-3 years	2	79	21.3
4-6 years	3	79	21.3
7-9 years	4	45	12.1
10 years or more	5	150	40.4
Totals		371	100.0

Age			
37 years old or less	1	239	64.4
38-57 years old	2	114	30.7
58 years old or greater	3	18	4.9
Totals		371	100.0
Gender			
Female	1	242	65.2
Male	2	129	34.8
Totals		371	100.0
Marital status			
Married	1	171	46.1
Unmarried	2	200	53.9
Totals		371	100.0
Education			
Did not complete HS/GED	1	27	7.3
Completed HS/GED	2	100	27.0
Some college	3	103	27.8
Associate degree	4	53	14.3
Bachelor degree	5	77	20.8
Graduate degree	6	11	3.0
Totals		371	100.0
Race			
American Indian or Alaskan Native	1	6	1.6
Asian or Pacific Islander	2	7	1.9
Black (not of Hispanic origin)	3	1	.3
Hispanic	4	14	3.8
White (not of Hispanic origin)	5	343	92.5
Totals		371	100.0
Tenure with organization			
Less than one year	1	56	15.1
1-3 years	2	135	36.4
4-6 years	3	61	16.4
7-9 years	4	49	13.2
10 years or more	5	70	18.9
Totals		371	100.0
Payroll status			
Hourly	1	299	80.6
Salaried	2	72	19.4
Totals		371	100.0

Descriptive statistics

The average mean scores displayed in Table 4 describe the average respondent as an unmarried, white, female, less

than 37 years old. She is an hourly employee and has attended some college. She has worked for the organization for 4-6 years and intends to stay with the organization 7-9 years. The minimum, maximum, and mean scores are derived from the emuneration of categories listed in table 3.

Table 4: Descriptive Statistics

Variable	n	Min.	Max.	Mean	SD
Intent to stay	371	1	5	3.62	1.33
Age	371	1	3	1.40	.58
Gender	371	1	2	1.35	.48
Marital status	371	1	2	1.54	.50
Education	371	1	6	3.23	1.32
Race	371	1	2	1.92	.26
Tenure	371	1	5	2.84	1.35
Wage	371	1	2	1.19	.40

Hypothesis testing

This study investigates two research questions. The first question is: "How does the discrepancy between an employee's basic assumptions and his / her perceptions of the organization's basic assumptions relate to an employee's intention to stay with an organization?" The second research question is: "How do an employee's personal characteristics relate to an employee's intention to stay with an organization?" Seven statistical hypotheses are developed to examine the relationship between basic

assumption discrepancy score and intent to stay, as well as personal characteristics and intent to stay.

Null hypotheses 1, 2, 3, and 6 are rejected at the .05 level. Alternative hypothesis 1 states that there is a negative relationship between the basic assumption discrepancy score and the employee's self-reported intention to stay with the organization. Basic assumption discrepancy score and intent to stay have a correlation of -0.126. This correlation is significant at the 0.05 level.

Alternative hypothesis 2 states that there is a positive relationship between age and the employee's intention to stay with the organization. This relationship has a chi-square critical value of 31.830, at 4df, $p < .01$.

Alternative hypothesis 3 states that married employees are more likely to intend to stay with the organization than unmarried employees are. This relationship has a chi-square critical value of 15.015, at 4df, $p < .01$.

Alternative hypothesis 6 states that there is a positive relationship between tenure in the organization and the employee's intention to stay with the organization. This relationship has a chi-square critical value of 112.736, 16df, $p < .01$.

Hypotheses 4, 5, and 7 are rejected. Null hypothesis 4 states that there is no positive relationship between level

of education attained and the employee's intention to stay with the organization. This relationship has a chi-square critical value of 9.105, 8df, $p > .05$. Because this chi-square critical value is not significant at the .05 level, null hypothesis 4 is not rejected.

Null hypothesis 5 states that there is no relationship between the gender of employees and their intention to stay with the organization. This relationship has a chi-square critical value of 1.446, 4df, $p > .05$. Because this chi-square critical value is not significant at the .05 level, null hypothesis 5 is not rejected.

Null hypothesis 7 states that there is no negative relationship between racial status and intention to stay with the organization. This relationship has a chi-square critical value of 7.135, 4df, $p > .05$. Because this chi-square critical value is not significant at the .05 level, null hypothesis 7 is not rejected.

Data Analysis

Hypothesis 1 is tested using correlation analysis. The rejection criterion set for the null hypothesis is $p < 0.05$. Therefore, the decision is if $p < 0.05$, reject the null hypothesis. Basic assumption discrepancy score has a negative correlation with intent to stay with the

organization. Another way of showing the relationship between these two variables is displayed in Table 5. As shown below, respondents who say they plan to stay ten or more years have a mean discrepancy score of 3.14, while those who plan to stay less than one year have a mean discrepancy score of 5.28. This table shows that the lower the mean discrepancy score between an employee's basic assumptions and his / her perception of the organization's basic assumptions, the greater their intent to stay with the organization.

Table 5: Relationship between Mean Discrepancy Scores and Intent to Stay

Intent to Stay	Mean Discrepancy Score
Less than 1 Year	5.28
1 - 3 Years	4.00
4 - 6 Years	3.15
7 - 9 years	2.80
10 + Years	3.14

Table 6 breaks down the total population into several samples. The first group is hourly employees and salaried employees, and the second group is female and male employees. Table 6 indicates that there is quite a discrepancy between the variable correlations for hourly and salaried employees, as well as for the female and male groups. Correlation scores indicate that discrepancy score

is significantly related to intent to stay for hourly employees but not for salaried employees. Likewise, there is a significant relationship between discrepancy scores and intent to stay for female employees, but not male employees. This is important because 80.6% of the respondents in this study are hourly employees, and 65.2% of the respondents are female employees.

Table 6: Multiple Correlation Matrixes
Breakdown of Various Samples to Intent to Stay

Variables	Total Intent	Hourly Intent	Salaried Intent	Female Intent	Male Intent
Discrepancy Score	-.126*	-.130*	-.032	-.132*	-.114
n	371	299	72	242	129

* Correlation is significant at the 0.05 level (2-tailed)

The relationship of each item pair discrepancy to intent to stay is estimated by computing correlations for each item pair. This is important to identify which specific pairs of questions have a significant relationship with intent to stay. Item pair discrepancies are determined by subtracting the individual response to each organizational question from each individual response to the corresponding self-question. The sum of the absolute values of the item differences determines each item pair discrepancy. As shown in Table 7, the relationship between

intent to stay and three item pairs is significant. Item pair 2 states: "I believe that the company should focus on long-term rather than short-term results," and "This organization believes that the company should focus on long-term rather than short-term results." Item pair 3 states: "I believe that truth ultimately comes from individuals," and "This organization believes that truth ultimately comes from individuals." Item pair 6 states: "I believe that employees will work hard to overcome obstacles," and "This organization believes that employees will work hard to overcome obstacles."

Table 7: Levels of Correlation between Intent to Stay
And Discrepancy Scores D1 to D8

D1 = -.009	D5 = -.057
D2 = -.139**	D6 = -.109*
D3 = -.107*	D7 = .025
D4 = -.083	D8 = -.030

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

* Correlation is significant at the 0.05 level (2 tailed)
(N=371)

Correlation scores are additionally computed for each item pair discrepancy score for four different samples. Correlation scores were determined and compared for hourly / salaried employees and female / male employees and reported in Table 8.

In the first group of respondents listed in Table 8, only item pair 2 for hourly employees and item pair 6 for salaried employees provided significant correlation scores. Item pair 2 for hourly-employees states, "I believe that the company should focus on long-term rather than short-term results," and "This organization believes that it should focus on long-term rather than short-term results." Item pair 6 for salaried employees states, "I believe that

Table 8: Levels of Correlation between Intent to Stay and Discrepancy Scores D1 - D8
Hourly vs. Salaried and Female vs. Male

	Hourly	Salaried	Female	Male
D1	-.036	.053	-.011	-.003
D2	-.127*	-.141	-.169**	-.080
D3	-.103	-.111	-.101	-.116
D4	-.076	-.044	-.113	-.023
D5	-.074	.035	-.112	.038
D6	-.062	-.311**	-.113	-.112
D7	.065	-.150	.011	.053
D8	-.014	-.113	-.008	-.065
	n=299	n=72	n=242	n=129

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

* Correlation is significant at the 0.05 level (2-tailed)

employees will work hard to overcome obstacles," and "This organization believes that employees will work hard to overcome obstacles."

In the second group included in Table 9 only item pair 2 for female employees provides significant correlation scores. None of the item pair scores for the male group

report significant correlations. Item pair 2 for the female group states, "I believe that the company should focus on long-term rather than short-term results," and "This organization believes that the company should focus on long-term rather than short-term results."

Mean scores are also reported for the sixteen questions from the survey regarding individual basic assumptions and those perceived of the organization. Table 9 shows the mean scores and variances for those questions for both the female / male groups and the hourly / salaried groups. Table 9 illustrates that there are several major differences in perceptions between the female and male respondents. Variances in mean scores of .10 are discussed. High variance mean scores are reported for self-questions S5 and S7 as well as organization-questions O4-O7. Self-questions S5 and S7 state, "I believe that individuals are capable of governing themselves," and "I believe that organizations have the right and duty to exercise power over their employees" respectively. Organization-questions O4-O7 state "This organization believes that employees are basically good"; "This organization believes that individuals are capable of governing themselves"; "This organization believes that employees will work hard to overcome obstacles"; and "This organization believes that

Table 9: Mean Scores and Variance Scores for Self and Organization Questions
Female/Male and Hourly/Salaried Groups

Question	Female	Male	Variance	Hourly	Salaried	Variance
S1	3.85	3.81	.04	3.86	3.75	.11*
S2	3.93	3.99	.06	3.92	4.07	.15*
S3	4.06	4.11	.05	4.05	4.18	.13*
S4	3.94	3.92	.02	3.90	4.08	.18*
S5	3.57	3.30	.27*	3.54	3.21	.33*
S6	3.72	3.67	.05	3.65	3.96	.31*
S7	3.29	3.18	.11*	3.22	3.36	.14*
S8	3.41	3.48	.07	3.45	3.36	.09
O1	4.03	3.98	.05	4.02	3.99	.03
O2	3.43	3.42	.01	3.38	3.61	.23*
O3	3.38	3.33	.05	3.33	3.49	.16*
O4	3.61	3.45	.16*	3.49	3.79	.30*
O5	3.12	2.93	.19*	3.10	2.85	.25*
O6	3.69	3.58	.11*	3.62	3.81	.19*
O7	4.10	3.99	.11*	4.07	4.03	.04
O8	3.29	3.26	.03	3.27	3.25	.02

* Variance of .10 or greater

it has the right and duty to exercise power over its employees" respectively.

The variance between mean scores for hourly and salaried respondents is even greater with 12 out of 16 questions reporting a variance score of greater than .10. Self-questions S1-S7 all have variance scores greater than .10, as do organization-questions O2-O6. Self-questions S1-S7 state:

S1: "I believe that this organization is capable of dominating and changing its environment."

S2: "I believe that the company should focus on long-term rather than short-term results."

S3: "I believe that truth ultimately comes from individuals."

S4: "I believe that employees are basically good."

S5: "I believe that individuals are capable of governing themselves."

S6: "I believe that employees will work hard to overcome obstacles."

S7: "I believe that organizations have the right and duty to exercise power over their employees."

Organization-questions O2-O6 state:

O2: "This organization believes that it should focus on long-term rather than short-term results."

O3: "This organization believes that truth ultimately comes from individuals."

O4: "This organization believes that employees are basically good."

O5: This organization believes that individuals are capable of governing themselves."

O6: This organization believes that employees will work hard to overcome obstacles."

The demographic variables in Hypotheses 2 through 7 are measured using discrete scales. The review of

literature (Chapter II) indicates a mixed view of the relationship between various demographic variables and intent to stay. Tables 10 through 17 present these demographic variables as cross-tabs with corresponding categories ranging from two to six classifications. Intent to stay is also measured using four classifications. In addition to the evaluation of cross tabs, a Chi-square test of independence is calculated to assess the impact of each demographic variable on intent to stay. In cases where more than 20% of the expected frequencies were less than a count of five, the table is collapsed to see if there is an impact on the test for independence.

Table 10 summarizes the relationship between age and intent to stay. Because more than 20% of the cells in Table

Table 10: Intent to Stay with Age

Intent to Stay		< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Age							
≤ 37	n	16	63	58	29	73	239
	%	4.3	17.0	15.6	7.8	19.7	64.4
38-57	n	2	13	17	13	69	114
	%	0.5	3.5	4.6	3.5	18.6	30.7
> 58	n	0	3	4	3	8	18
	%	0.0	0.8	1.1	0.8	2.2	4.9
Total	n	18	79	79	45	150	371
	%	4.9	21.3	21.3	12.1	40.4	100.0
Chi-square				33.870			
Degrees of freedom				8			
Probability Level				0.000		Reject Ho Dependence	
Warning: 4 cells (26.7%) have an expected count less than 5							

10 have an expected count less than 5; the table is collapsed to see if there is an impact on the test for independence. The collapsed data is shown in Table 11.

Table 11: Revised Intent to Stay with Age

Intent to Stay		< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Age							
	≤ 37	n 16	63	58	29	73	239
		% 4.3	17.0	15.6	7.8	19.7	64.4
	> 37	n 2	16	21	16	77	132
		% 0.5	4.3	5.7	4.3	20.8	35.6
Total		n 18	79	79	45	150	371
		% 4.9	21.3	21.3	12.1	40.4	100.0
Chi-square			31.830				
Degrees of freedom			4				
Probability Level			0.000	Reject Ho	Dependence		

Results of Table 11 indicate a statistically significant relationship ($X^2 = 31.830 @ 4df, p < .01$) between intent to stay and age. Therefore, the age relationships with intent to stay are statistically dependent and the null hypothesis is rejected.

Table 12 summarizes the relationship between marital status and intent to stay. Results of Table 12 indicate a statistically significant relationship ($X^2 = 15.015 @ 4df, p < .01$) between intent to stay and marital status with married employees indicating a greater intent to stay with the organization than unmarried employees. Therefore, the marital status relationships with intent to stay are

Table 12: Intent to Stay with Marital Status

Intent to Stay	< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Marital Status						
Married	n 8	28	27	24	84	171
	% 2.2	7.5	7.3	6.5	22.6	46.1
Not	n 10	51	52	21	66	200
	% 2.7	13.7	14.0	5.7	17.8	53.9
Total	n 18	79	79	45	150	371
	% 4.9	21.3	21.3	12.1	40.4	100.0
Chi-square			15.015			
Degrees of freedom			4			
Probability Level			0.005	Reject Ho	Dependence	

statistically dependent and the null hypothesis is rejected.

Table 13 summarizes the relationship between level of education attained and intent to stay. Because more than 20% of the cells in Table 13 have an expected count less than 5, the table is collapsed to see if there is an impact on the test for independence. The collapsed data is shown in Table 14.

Results of Table 14 do not indicate a statistically significant relationship ($\chi^2 = 9.105$ @ $8df$, $p > .05$) between intent to stay and level of education attained. Therefore, the education level relationships with intent to stay are statistically independent and the null hypothesis is not rejected.

Table 13: Intent to Stay with Level of Education

Intent to Stay	< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Education						
Some HS	n 1	10	5	1	10	27
	% 0.3	2.7	1.3	0.3	2.7	7.3
HS/GED	n 5	19	16	13	47	100
	% 1.3	5.1	4.3	3.5	12.7	27.0
Some Col.	n 7	24	25	10	37	103
	% 1.9	6.5	6.7	2.7	10.0	27.8
Assoc.	n 3	10	13	5	22	53
	% 0.8	2.7	3.5	1.3	5.9	14.3
Bach.	n 2	16	18	12	29	77
	% 0.5	4.3	4.9	3.2	7.8	20.8
Grad.	n 0	0	2	4	5	11
	% 0.0	0.0	0.5	1.1	1.3	3.0
Total	n 18	79	79	45	150	371
	% 4.9	21.3	21.3	12.1	40.4	100.0
Chi-square	21.119					
Degrees of freedom	20					
Probability Level	0.390 Accept Ho Independence					
Warning: 11 cells(36.7%) have an expected count less than 5						

Table 14: Revised Intent to Stay with Level of Education

Intent to Stay	< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Education						
<HS/GED	n 6	29	21	14	57	127
	% 1.6	7.8	5.7	3.8	15.4	34.2
College	n 10	34	37	15	59	155
	% 2.7	9.2	10.0	4.0	15.9	41.8
>Bach	n 2	16	21	16	34	89
	% 0.5	4.3	5.7	4.3	9.2	24.0
Total	n 18	79	79	45	150	371
	% 4.9	21.3	21.3	12.1	40.4	100.0
Chi-square	9.105					
Degrees of freedom	8					
Probability Level	0.334 Accept Ho Independence					

Table 15 summarizes the relationship between gender and intent to stay. Results of Table 15 do not indicate a

statistically significant relationship ($\chi^2 = 1.446 @ 4df, p > .05$) between intent to stay and gender. Therefore, the gender relationships with intent to stay are statistically independent and the null hypothesis is not rejected.

Table 15: Intent to Stay with Gender

Intent to Stay		< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Gender							
Female	n	11	50	49	32	100	242
	%	3.0	13.5	13.2	8.6	27.0	65.2
Male	n	7	29	30	13	50	129
	%	1.9	7.8	8.1	3.5	13.5	34.8
Total	n	18	79	79	45	150	371
	%	4.9	21.3	21.3	12.1	40.4	100.0
Chi-square				1.446			
Degrees of freedom				4			
Probability Level				0.836	Accept Ho	Independence	

Table 16 summarizes the relationship between tenure and intent to stay. Results of Table 16 indicate a statistically significant relationship ($\chi^2 = 112.736 @ 16df, p < .01$) between intent to stay and tenure, that being that the longer an employee works for a company, the greater his / her intent is to stay with the organization. Therefore, the tenure relationships with intent to stay are statistically dependent and the null hypothesis is rejected.

Table 16: Intent to Stay with Tenure

Intent to Stay		< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Tenure							
<1	n	8	25	6	5	12	56
	%	2.2	6.7	1.6	1.3	3.2	15.1
1-3	n	7	42	42	11	33	135
	%	1.9	11.3	11.3	3.0	8.9	36.4
4-6	n	0	4	19	8	30	61
	%	0.0	1.1	5.1	2.2	8.1	16.4
7-9	n	2	4	5	12	26	49
	%	0.5	1.1	1.3	3.2	7.0	13.2
>10	n	1	4	7	9	49	70
	%	0.3	1.1	1.9	2.4	13.2	18.9
Total	n	18	79	79	45	150	371
	%	4.9	21.3	21.3	12.1	40.4	100.0
Chi-square				112.736			
Degrees of freedom				16			
Probability Level				0.000	Reject Ho	Dependence	
Warning: 4 cells(16.0%) have an expected count less than 5							

Table 17 summarizes the relationship between race and intent to stay. Results of Table 17 do not indicate a statistically significant relationship ($X^2 = 7.135 @ 4df, p$

Table 17: Intent to Stay with Race

Intent to Stay		< 1 Years	1-3 Years	4-6 Years	7-9 Years	> 10 Years	Totals (row)
Race							
Non White	n	0	6	4	7	9	26
	%	0.0	1.6	1.1	1.9	2.4	7.0
White	n	18	73	75	38	141	345
	%	4.9	19.7	20.2	10.2	38.0	93.0
Total	n	18	79	79	45	150	371
	%	4.9	21.3	21.3	12.1	40.4	100.0
Chi-square				7.135			
Degrees of freedom				4			
Probability Level				0.129	Accept Ho	Independence	

> .05) between intent to stay and race. Therefore, the race relationships with intent to stay are statistically independent and the null hypothesis is not rejected.

Chapter summary

A pilot study was conducted at a full-service, mid-scale hotel in Milwaukee, Wisconsin. Based on the results of that study, changes were made in the format of the survey instrument to help increase participation in the full study. The revised survey is administered to all exempt, full-time, and part-time employees at a full-service Midwestern resort. Demographic information on the respondents is tabulated and all seven hypotheses are tested. Analysis indicates that basic assumption discrepancy score has a negative correlation with intent to stay. Likewise, there is a positive relationship between age and an employee's intention to stay with the organization. Married employees are more likely to stay with the organization than female employees are, and analysis indicates that there is a positive relationship between tenure in the organization and the employee's intention to stay with the organization. The null hypotheses are not rejected for gender, education, and

race. There is little relationship between these variables and intent to stay with the organization.

CHAPTER v

SUMMARY AND CONCLUSION

Overview of significant findings

The purpose of this study is to investigate the relationship between individual basic assumption discrepancy scores, which is the difference between an employee's basic assumptions (core values) and his / her perception of the organization's basic assumptions, personal characteristics, and intent to stay. Intent to stay is the greatest predictor of employee turnover. A revised version of Stockman's (1990) Individual / Organizational Fit Questionnaire is administered at a full-service, mid-scale, franchised hotel in Milwaukee, Wisconsin as part of a pilot study. Based on the results of the pilot test, changes are made to the questionnaire to help insure greater clarity and a higher response rate. 753 questionnaires are disseminated, and 398 questionnaires are returned, a 52.9% return rate. Of the 398 returned, 371 questionnaires are usable, a 49.3% usable rate.

Analysis indicates that basic assumption discrepancy score has a negative correlation with intent to stay. Likewise, there is a significant relationship between an employee's marital status, age, tenure and intent to stay

with the organization. The null hypotheses are not rejected for gender, education, and race. There is little relationship between these variables and intent to stay with the organization.

For comparison, correlation scores are computed for the dependent variable intent to stay and independent variable discrepancy score for two groups. One group compares hourly and salaried employees and the other group compares male and female employees. Discrepancy scores are correlated with intent to stay and indicate a difference between the responses of both hourly / salaried and male / female employees.

Correlation analysis is also done to compare each item pair discrepancy score with intent to stay for all respondents. Item pairs 2, 3, and 6 are all found to be significant. Once all respondents are broken into the two groups of hourly / salaried and male / female employees, scores vary. Item-pair 2 deals with the individual / organizational focus on long-term rather than short-term results. Whereas the correlation score for this question is very significant for all respondents, it is only significant for the hourly and female groups once the sample is divided into the female / male group and the hourly/salaried groups. Likewise, item-pair 3 deals with

the individual / organizational focus on truth ultimately coming from individuals. While the discrepancy score for that question is significantly related to intent to stay for all respondents, there is no significant relationship between the discrepancy score for question three and intent to stay for either the salaried / hourly or the male / female groups. Item pair 6 also varies in its responses for all respondents and those of the salaried / hourly and male female groups. For the whole group item pair 6 is significantly correlated with intent to stay, whereas, item pair 6 is only significantly correlated with the salaried group not the other three groups. Item pair 6 deals with the belief that employees will work hard to overcome obstacles.

Other results of this study indicate there are relatively high variances in mean scores for many of the 16 individual self and organization questions in the questionnaire. These questions are broken down for both the female / male group and the hourly / salaried group. These high levels of variance between mean scores indicate that there is a vast difference between the basic assumption scores for females and males as well as hourly and salaried employees. What this means is that male and female employees view their basic assumptions differently.

Employees still perceive that males control organizations, and therefore, these organizations are perceived to have male basic assumptions. This perception leads to male employees having a greater intent than females to stay with an organization. Likewise, hourly and salaried employees also view their basic assumptions differently. These differences equate to a greater intent to stay on the part of salaried employees. Hourly employees indicate a lesser intent to stay with the organization.

Implications of this study

One implication of this study suggests there is a prevalent male-dominated culture in this organization. This is apparent when examining the mean discrepancy scores for both the male and female groups. Senior managers, whether male or female, accept the male dominated cultural views of the organization, and consequently, female and hourly employees, of whom 68.6% were female, report a significant negative correlation between their basic assumption discrepancy scores and their intent to stay. In essence, this suggests that female and hourly employees have a greater intent to leave the organization than do male or salaried employees. Cotton and Tuttle (1986) support this finding, at least in regard to women intending to leave the

organization at a greater rate than that of men. Woods, Heck, and Sciarini (1998) also support this finding regarding the higher turnover levels for hourly employees.

Another implication of this study is that increased length of tenure with the organization has the greatest impact on an employee's intent to stay with the organization. This finding is consistent with previous studies by Cotton and Tuttle 1986; Mobley, et al. 1979; Porter and Steers 1973; and Price 1977, who indicate that tenure has a negative relationship with turnover. In this case tenure is found to have a positive correlation with intent to stay. This suggests an organization should use a Human Resource strategy to recruit and retain employees long enough for them to buy into the organizational culture. Organizations need to better orientate and socialize new employees as well as provide on-going training and development programs, which allow the employees to develop a comprehensive understanding of the organization over an extensive period of time. Once they learn and accept the culture of the organization, they are more likely to stay with the organization.

Recommendations

Based on the results of this study, it is recommended that organizations review where there are discrepancies between individual basic assumptions and perceived organizational basic assumptions and variances between male / female and hourly / salaried employee self and organizational responses. This can be accomplished through the administration of quarterly climate surveys by property or corporate level Human Resource personnel. Woods, Heck, and Sciarini (1998) indicate that turnover rates may be influenced by the time of year that data is collected. Therefore, a quarterly survey is suggested to take into account the seasonal aspects of the hotel industry. Once the discrepancies and variances are analyzed, incorporating appropriate changes into organizational practices must minimize those discrepancies and variances. For example, item pair D2 states, "I believe that the company should focus on long-term rather than short-term results." This pair of questions is the most significantly correlated with intent to stay. It is also the only pair of questions, which has a significant correlation for the female group. If the female population believes the company should focus on long-term rather than short-term results, and they perceive that the organization focuses on or rewards

individuals on short-term results, through promotions, bonuses, or other incentive or recognition programs, then this study significantly suggests that female employees have a greater intent to leave. Organizations must make sure that their values and beliefs are consistently being incorporated into practice and communicated as such. One way to help insure this is to include Human Resource directors in the development of organizational business plans and strategic planning processes. This would help insure that the basic assumptions of all parties are considered in the development and implementation of policies and procedures.

Another recommendation is that organizations review their internal and external communications. Organizations must review the messages being sent to current and potential employees and ensure that the organization's basic assumptions are being communicated consistently and supported in practice throughout the organization. One way to monitor this process is for Human Resources to perform a quarterly audit of internal and external communications with current and potential employees. Human Resources personnel can analyze whether the information being communicated is consistent with the basic assumptions of the organization. If it is not consistent, then a

management-training program should be created to assist management to better communicate with their employees. Additionally, the audit identifies processes and procedures that are inconsistent with the basic assumptions of the organization. For example, if one of the basic assumptions of the organization is it believes that the organization should have more of a long-term focus than a short-term focus, then reward and recognition programs should be developed to support those beliefs. Another way to insure the consistent communications of the basic assumptions of the organization is through the use of an internal Intranet system. The use of an Intranet system helps insure that corporate communications are readily available to employees. This helps eliminate a lot of the misperception on the part employees regarding their interpretation of the message being delivered by the organization.

A final recommendation is that organizations review their turnover information and see which groups have the highest turnover levels. In the case of this study, which showed that the female group showed a highly significant correlation between basic assumption discrepancy score and intent to stay, a mentoring program for female employees might be implemented. A mentoring program might help reduce turnover by matching female employees with mentors who

could help them assimilate into the current culture of the organization. McDonald's utilizes this type of a mentoring program for older workers (as reported by Anthony, Perrewe, and Kacmar, 1999). Once workers are hired through their referral program, they "partner" them up with an experienced worker who helps them through their initial training period. Bernardin and Russell (1998) report that Coopers & Lybrand utilize a mentoring program that teams up a partner with a female or minority manager. The goal of the mentoring program is to help retain managers and to help them achieve partnership status. Additionally, as discovered by research conducted by Woods, Heck, and Sciarini (1998), very few hotel companies maintain employee turnover data on employees within their first 30 days of employment, nor do they maintain employee turnover data on part-time or seasonal employees. Given the important role played by part-time and seasonal employees in the hotel industry, companies need to calculate employee turnover percentages for these two important groups of employees.

Limitations of this study

There are several limitations to this study. One limitation is that this researcher relied on the organization to distribute surveys to its employees. Future

research might better be conducted in person by the researcher, so that any potential risk, threat, or tension perceived by the employee, on the part of the supervisor might be reduced and more accurate responses received. Although the study has great support from both upper management and the human resource department, there are a couple of statistics that indicate that employees may not have felt totally confident about reporting their true feelings. One indicator is that only 28 respondents out of 371 (7.5%) classified themselves as part of a racial minority. This might be an indication that this group of employees did not feel that their anonymity would be maintained, or it might be an indication that surveys written in different languages are in order. The 150 respondents who stated that they intended to stay with the organization for 10 or more years illustrate another indicator that respondents did not feel comfortable stating their true feelings. Table 6 shows the mean discrepancy score by intent to stay category. The table shows that the 150 respondents who stated their intent to stay with the organization for 10 years or more actually had a mean discrepancy score greater than those employees who intended to stay with the organization for fewer years did. Here again, this might be an indication that employees were

concerned about stating their true feelings, or it might be an indication of some other factors which impact an employee's intention to stay with an organization. Employees indicating intent to stay with an organization for 10 years or more, but who indicate a relatively high discrepancy score might do so for many reasons. They might feel that they are paid well, or they might feel that they have achieved a certain level of status or accomplishment that supercedes the differences they perceive between their personal basic assumptions and their perception of the basic assumptions of the organization.

Another limitation of this study is that it is conducted at the beginning of the resort's off-season. Respondents or employees who chose not to respond may have felt that even though their intention to stay was low, they felt that it would be difficult to find another or comparable position with another organization. The site where this survey was conducted is the premier hotel/resort in the area, and employees might feel that they could not find a position of similar status in the area. Intent to leave or stay is affected by two additional factors: personal characteristics and prevailing economic conditions (March & Simon, 1958; Mobley, Griffeth, Hand & Meglino, 1979; and Mowday, Porter, & Steers, 1982). Personal

characteristics that may affect an employee's intent to stay or leave include age, family responsibility, and education. Prevailing economic conditions that may affect an employee's intent to stay or leave include unemployment levels, hotel development, and supply of jobs. Ehrenreich (2001) found that there are many low paying hospitality related jobs, but that many employees leave these positions due to their inability to make a living at these low wages. In contrast, the same employees might find it more difficult to find alternative employment due to a downturn in the economy (March & Simon, 1958; Mobley, Griffeth, Hand, & Meglino, 1979; and Mowday, Porter, & Steers, 1982). These factors might cause those who perceive a discrepancy between their own basic assumptions and the organization's basic assumptions to stay in spite of that perceived discrepancy.

Recommendations for future research

One recommendation for future research is to do a larger longitudinal study. This study would cover a greater variety of hotels/restaurants covering a much more diverse population. A longitudinal study would help eliminate some of the seasonal aspects of the responses. As an example, by conducting the survey in the fall, employees may be

concerned about keeping their jobs, and therefore, they might not provide honest responses on intent to stay. This is especially true if respondents feel their anonymity is at risk.

Another recommendation for future research is to make surveys printed in appropriate languages available. These might encourage greater participation on the part of racial minority groups. In this study minority respondents make up a much smaller percentage of respondents to the total number of respondents in comparison to demographic information provided by Woods, Heck, and Sciarini (1998) for the Midwest. Woods, et al., (1998) indicate that racial minorities make up 42.2% of line-level hotel employees in the Midwest compared to 8.7% of respondents to the survey. Woods, et al., (1998) also reports that racial minorities make up 11.2% of managerial employees in the Midwest compared to 2.8% of respondents to the survey. Another recommendation for future research is to look at other causes of turnover besides the perceived discrepancy between personal/organizational basic assumptions and personal characteristics. What factors make up the other 78.1% of intent to stay? Other variables to research include pay, incentive programs, benefit programs,

prevailing economic factors, and based on the changing demographics in the United States, gender and race.

A final recommendation for future research is to evaluate the survey instrument. This researcher, based on the organizational culture work done by Edgar Schein (1988), developed this survey instrument. This does not mean that these are the only possible questions one could ask in a survey. There might be additional questions or topic areas that represent the basic assumptions of an individual or an organization such as quality, pay, or family related issues. It is also recommended that future researchers change the instrument and the process for collecting data. The instrument should only be printed on one side of the paper so employees do not skip the backside of each page. It is also recommended that future researchers allow respondents to take the survey and complete it at their convenience. Completed surveys could then be mailed back to the researcher in postage paid envelopes provided by the researcher. This encourages completion and ensures respondent confidentiality.

Conclusion

This study sought to add to the body of knowledge concerning employee turnover in the hotel industry. Whereas

much of the previous literature focuses on artifacts of the organization such as pay, work-schedules, benefits, etc. and their relationship with turnover, this study focuses on individual basic assumptions, deep-rooted core values and their relationship with turnover.

The hotel industry and the hospitality industry in general will continue to struggle with the problems and the costs associated with employee turnover. This study indicates that the intentional reduction of the discrepancy between an individual's basic assumptions and that individual's perception of the organization's basic assumptions might be a useful conceptual model for organizations in their attempt to reduce employee turnover.

APPENDIX A

STOCKMAN'S

PERSON / ORGANIZATIONAL FIT QUESTIONNAIRE
(POFQ)

PERSON / ORGANIZATIONAL FIT QUESTIONNAIRE
(POFQ)

DIRECTIONS: For each of the items below, please circle the appropriate number to describe how you feel. There are no right or wrong answers. The letters represent the following options:

SD = Strongly disagree

DA = Disagree

UD = Undecided

AG = Agree

SA = Strongly agree

Section I - Person

	<u>SD</u>	<u>DA</u>	<u>UD</u>	<u>AG</u>	<u>SA</u>
1. I believe that this organization is capable of dominating and changing its environment.	1	2	3	4	5
2. I believe that the company should focus on long-term rather than short-term results.	1	2	3	4	5
3. I believe that truth ultimately comes from individuals.	1	2	3	4	5
4. I believe that employees are basically good.	1	2	3	4	5
5. I believe that individuals are capable of governing themselves.	1	2	3	4	5
6. I believe that employees will work hard to overcome obstacles.	1	2	3	4	5
7. I believe that organizations have the right and duty to exercise power over their employees.	1	2	3	4	5
8. I believe that members of the organization are a family, who will take care of each other.	1	2	3	4	5

Section II - OrganizationSD DA UD AG SA

- | | <u>SD</u> | <u>DA</u> | <u>UD</u> | <u>AG</u> | <u>SA</u> |
|---|-----------|-----------|-----------|-----------|-----------|
| 9. This organization believes that it is capable of dominating and changing its environment. | 1 | 2 | 3 | 4 | 5 |
| 10. This organization believes that it should focus on long-term rather than short-term results. | 1 | 2 | 3 | 4 | 5 |
| 11. This organization believes that truth ultimately comes from individuals. | 1 | 2 | 3 | 4 | 5 |
| 12. This organization believes that employees are basically good. | 1 | 2 | 3 | 4 | 5 |
| 13. This organization believes that individuals are capable of governing themselves. | 1 | 2 | 3 | 4 | 5 |
| 14. This organization believes that employees will work hard to overcome obstacles. | 1 | 2 | 3 | 4 | 5 |
| 15. This organization believes that it has the right and duty to exercise power over its employees. | 1 | 2 | 3 | 4 | 5 |
| 16. This organization believes that members of the organization are a family, who will take care of each other. | 1 | 2 | 3 | 4 | 5 |
| 17. How long do you plan on working for this organization? Circle one. | | | | | |

1. less than 1 year
2. 1-3 years
3. 4-6 years
4. 7-9 years
5. 10+ years

PERSONAL DATA

You must complete all information about yourself. All information will be kept confidential.

18. AGE: ___ 37 years old or less
 ___ 38 - 57 years old
 ___ 58 years old or older
19. SEX: ___ Female ___ Male
20. MARITAL STATUS:
 ___ Married ___ Not married
21. YEARS OF FORMAL EDUCATION COMPLETED:
 ___ Did not complete high school/GED
 ___ High school/GED
 ___ Some college
 ___ Associate's degree
 ___ Bachelor's degree
 ___ Graduate degrees
22. RACE:
 ___ American Indian or Alaskan Native
 ___ Asian or Pacific Islander
 ___ Black (not of Hispanic origin)
 ___ Hispanic
 ___ White (not of Hispanic origin)
23. YEARS AT THIS HOTEL/RESORT:
 ___ Less than one year ___ 1-3 years
 ___ 4-6 years ___ 7-9 years
 ___ 10+ years
24. IN YOUR CURRENT POSITION, ARE YOU:
 ___ Hourly
 ___ Salaried

APPENDIX B

STOCKMAN'S 1990
INDIVIDUAL / ORGANIZATION FIT
QUESTIONNAIRE

SURVEY

Strongly Agree	5
Mostly Agree	4
Agree	3
Mostly Disagree	2
Strongly Disagree	1
No Answer	0

I believe that this organization is capable of dominating and changing its environment. 0 1 2 3 4 5

This organization believes that it is capable of dominating and changing its environment. 0 1 2 3 4 5

I believe that the company should focus on long-term results rather than short-term results. 0 1 2 3 4 5

This organization believes that it should focus on long-term results rather than short-term results. 0 1 2 3 4 5

I believe that truth ultimately comes from individuals. 0 1 2 3 4 5

This organization believes that truth ultimately comes from individuals. 0 1 2 3 4 5

I believe that truth can ultimately be determined only through debate and conflict, which requires a great deal of fighting and testing of ideas in groups and meetings. 0 1 2 3 4 5

This organization believes that truth can ultimately be determined only through debate and conflict, which requires a great deal of fighting and testing of ideas in groups and meetings. 0 1 2 3 4 5

I believe that employees are basically good. 0 1 2 3 4 5

This organization believes that employees are basically good. 0 1 2 3 4 5

I believe that individuals are responsible, motivated, and capable of governing themselves. 0 1 2 3 4 5

This organization believes that individuals are responsible, motivated, and capable of governing themselves. 0 1 2 3 4 5

I believe that employees will work hard to overcome obstacles. 0 1 2 3 4 5

This organization believes that employees will work hard to overcome obstacles. 0 1 2 3 4 5

I believe that organizations have the right and duty to exercise power over its employees. 0 1 2 3 4 5

This organization believes that it has the right and duty to exercise power over its employees. 0 1 2 3 4 5

I believe that members of the organization are a family, who will take care of each other. 0 1 2 3 4 5

This organization believes that members of the organization are a family, who will take care of each other. 0 1 2 3 4 5

I believe that an employee's family is more important than the organization. 0 1 2 3 4 5

This organization believes that an employee's family is more important than the organization. 0 1 2 3 4 5

How long do you plan on working for this organization? 0-3 years _____
4-6 years _____
7-9 years _____
10+ years _____

In what year were you born? _____

APPENDIX C
EMPLOYEE COVER LETTER
AND
DEPARTMENT HEAD COVER LETTER

August, 2002

Dear Madam or Sir,

I am a doctoral student at Nova Southeastern University and am currently conducting research relating to employee turnover in the hospitality industry. Employee turnover is a critical problem for our industry, and you can help provide valuable information by taking the time to answer these questions.

I assure you that your anonymity and the confidentiality of your responses will be preserved. I will provide your organization with an executive summary of the finished study when the entire study is finalized.

Place the completed questionnaire in the envelope provided. Seal the envelope and return it to your human resource department. I will collect the envelopes in one week.

Thank you for your cooperation.

Sincerely,

Charles R. Stockman
Assistant Professor of Hospitality Management
Lakeland College

August, 2002

Dear Madam or Sir,

I am a doctoral student at Nova Southeastern University and am currently conducting research relating to employee turnover in the hospitality industry. Employee turnover is a critical problem for our industry, and you can help provide valuable information by taking the time to answer these questions.

I assure you that your anonymity and the confidentiality of your responses will be preserved. I will provide your organization with an executive summary of the finished study when the entire study is finalized.

Inside the packet you received are questionnaires and envelopes for every full- and part-time employee in your department. Please pass them out and instruct your employees to follow the instructions included with the questionnaire. They will be instructed to place the completed questionnaire in the envelope provided, seal the envelope, and return it to your human resource department. I will collect the envelopes from Human Resources on Friday, August 16, 2002.

Thank you for your cooperation.

Sincerely,

Charles R. Stockman
Assistant Professor of Hospitality Management
Lakeland College

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