REASONS FOR EMPLOYEE TURNOVER IN OKLAHOMA LODGING PROPERTIES

By

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LODGING PROPERTIES

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DEDICATION

This thesis is dedicated to my grandfather Hikmet Rasimov Beytullov

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CHAPTER I

INTRODUCTION

Background and Significance of the Study

The hospitality industry is one of the leading American businesses with billions of dollars in economic contributions. It directly affects 6.8 million jobs and contributes $ 68 billion in federal, state and local taxes annually (Travel Industry Association of America, 1996; Stalcup, 2000). Approximately 88 percent of the U.S. labor force is employed in the service sector. In addition, demographers predicted that in the 1990's there would be 6 million fewer teenagers in the work force than during the 1980's (Bonn & Forbinger, 1992). In addition, experts estimated that the lodging industry would need 800,000 employees by the year 2000 to fill current jobs (Worcester, 1999).

Traditionally, the hospitality industry has relied heavily upon teenagers as a source of labor. Hotels employ many young workers and others on a part-time and seasonal basis, and average earnings are lower than in most other industries (The Bureau of Labor Statistics, 2001). These findings are supporting the fact that the hospitality industry is faced with the challenge of labor shortage. It is common knowledge that during the periods of low unemployment, the employee turnover tends to increase, as well. March and Simon (1958) argued that under most conditions, the state of the economy is the most accurate predictor for employee turnover. Labor shortage and unemployment problems

have been well documented in both the academic literature and in popular press. Unfortunately, these two problems are paradoxically related (See Figure I).

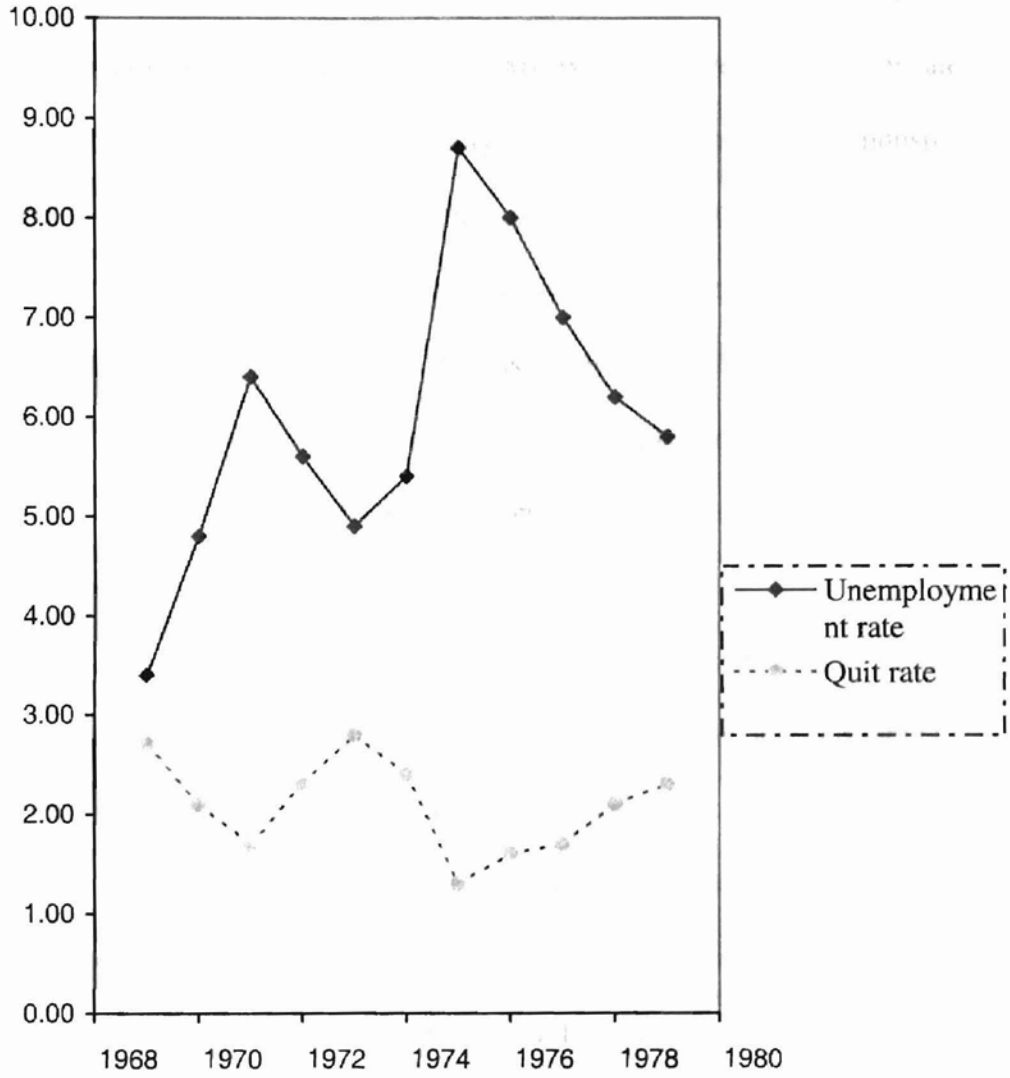

FIGURE I. THE RELATIONSHIP BETWEEN QUIT RATE AND RATE OF UNEMPLOYMENT

Adapted from: Mobley (1982), Employee turnover. In Causes, Consequences and Control. Addison-Wesley Publishing Company, London.

A leading derivative of a tight labor market is the inevitable increase in employee turnover rates (Grindy, 1998). Consequently, organizations are becoming very aggressive in their recruitment efforts and in employee retention after hiring.

As the hospitality industry continues to flourish and develop; it leads all other industries in employee turnover (Salazar, 2000). While the average turnover rate in all other industries is about 12 percent annually, turnover in the hospitality industry averages 100 percent annually (Woods, 1992; Lundberg & Young, 1997; Hall, 2000). Judging by these figures, it is reasonable to state that employee turnover continues to be one of the biggest organizational and industrial problems for the hospitality industry. This phenomenon was approached as the nature of the business itself; but after the downsizing of the prospective qualified employees, the companies recognized the importance of employee turnover.

Employee turnover continues to be one of the hottest issues in the hospitality industry to date. The employee turnover rate is a dominant outcome and topic focus for the hospitality industry (Carr, 2000). As the labor market becomes tighter, the organizations are focusing on keeping the best and brightest employees. These days labor shortage and concurrent employee turnover in the hospitality industry is a common occurrence. Unlike in the1970s and 1980s when there was an abundant supply of available labor force, today the supply is non-existent (Woods, Heck & Sciarini, 1998). An example of apparent labor turnover shortage is the United States having the lowest unemployment rate for the last 30 years – 4.0% in December 2000 (The Bureau of Labor Statistics, 2000). According to Grindy (1998), the high demand for the employees in the hospitality industry enables good employees to accept the best offers and jump from one

job to another, when the offer is more profitable and beneficial than that of the present job.

The current study may be useful for researchers in the hospitality field and managers in the lodging industry. The information discovered throughout this study may be used to help lodging properties define the reasons why people leave and seek solutions to reduce the rate of employee turnover and increase operational efficiency. The findings may assist the management in estimating employee turnover according to the property type, industry segment, location, and size of the property.

Statement of the Problem

The lodging industry is faced with a high labor turnover, particularly in the housekeeping department where the turnover rate is over 200 percent (Wolff, 1997). Employee turnover may pose financial and operational burden on lodging organizations. Little is known about the rate of turnover, and the major reasons leading to employee turnover in housekeeping department positioned in lodging properties in the State of Oklahoma. The purpose of the study is to investigate the major reasons for employee turnover among guestroom attendants in the lodging properties in the State of Oklahoma.

Objectives of the Study

1. To research and analyze the perceptions of housekeeping managers concerning employee turnover issues and reasons for employee turnover in the lodging properties in the State of Oklahoma.

2. To estimate the turnover rate for line-level guestroom attendants in lodging properties in the State of Oklahoma.

3. To compare the reasons for turnover according to property characteristics: for example, industry segment and location.

Research Questions

1. Is employee turnover a monetary or organizational problem for the lodging properties?

2. What are the major reasons contributing to the high turnover particularly in housekeeping departments (voluntary and involuntary)?

3. Is the employee turnover in housekeeping departments in Oklahoma lodging properties greater than that of the national average in the lodging industry?

4. Do reasons for employee turnover vary according to property characteristics, e.g., segment and location?

Hypotheses

Hypothesis 1: H_0 = There is no significant association between the level of agreement with voluntary turnover variables and respondent's gender.

Hypothesis 2: H_0 = There is no significant association between the level of agreement with voluntary turnover reasons and industry segment.

Hypothesis 3: H_0 = There is no significant difference between male and female property manager's level of agreement with voluntary turnover reasons.

Hypothesis 4: H_0 = There is no significant difference between industry segments in their level of agreement with voluntary turnover reasons.

Hypothesis 5: H_0 = There is no significant difference between property locations concerning their level of agreement with voluntary turnover statements.

Assumptions

The researcher had the following assumptions during conducting of the study:

1. Participants had the sufficient knowledge to understand the industry and job specific terms and definitions.
2. Hospitality respondents were fluent enough in the English language to respond to the self-administered questionnaire.
3. Participants responded to the questions on a voluntary basis.
4. Respondents answered the questions honestly, candidly and provided correct information.

Definition of Terms and Acronyms

Employee Turnover: The cessation of membership in an organization by an individual who received monetary compensation from the organization (Mobley, 1982).

Research: Studious inquiry or examination; especially: investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws (Webster, 2001).

Hotel: An establishment that provides lodging and usually meals, entertainment, and various personal services for the public (Webster, 2001).

Training: To teach so as to make fit, qualified, or proficient (Webster, 2001).

Turnover Rate: The number of total separations in the time interval time (e.g. month, year) divided by the average number of employees on a payroll for the same period of time (Mobley, 1982).

Housekeeping Department: A department of the rooms division, responsible for cleaning the hotel's guestrooms and public areas (Angelo & Vladimir, 1994).

Housekeeping Manage/Executive Housekeeper: Person responsible for cleaning of the rooms, their maintenance, training the staff and controlling inventory of linens, supplies and equipment (Angelo & Vladimir, 1994).

Scope and Limitations

This study was limited to lodging establishments in the State of Oklahoma. The study comprises only properties listed in the Oklahoma Hotel and Lodging Association (OHLA) [formerly Oklahoma Hotel and Motel Association (OHMA)] 1999 database of lodging properties. The database includes both OHLA member and non-member properties. The results cannot be generalized beyond this population.

Outline of Work

The study includes five sections. The first chapter is the introduction, which includes a brief background of the subject and significance of the study, the statement of the problem, objectives of the study, research questions, hypotheses, assumptions, definition of terms and acronyms, scope and limitations, and outline of work. The second

chapter is a profound review of the literature that is relevant to the research topic. The third chapter is concerned with the methodology. This chapter includes: chapter overview, research methodology, population and sample size, research design, planning and development, the survey instrument, survey procedure and data analysis. The fourth chapter includes results of the study and discussion sections. The fifth chapter states the summary of the findings, recommendations for future research, and conclusions.

CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Employee turnover is a broadly researched topic. The literature about this revolving phenomenon was extensive and voluminous. There were many studies conducted concerning labor turnover; its reasons, cost; and recommendations concerned with the solution of this problem. However, according to La Lopa (1997), it was peculiar that little research had been reported in the hospitality and tourism journals relative to increased organizational commitment and reduced turnover in the hospitality industry. The largest study ever undertaken in the history of the lodging industry was conducted by Woods, Heck and Sciarini in 1998 entitled " Turnover and diversity in the lodging industry" which was funded by American Hotel Foundation (AHF). There were limited studies focusing on labor turnover in housekeeping departments in the lodging establishments. The pervasive impacts of labor turnover were rarely realized. Labor turnover was of particular importance in the lodging industry due to the high levels of customer-staff contact (Denvir & McMahon, 1992). High turnover may cause a serious problem by leading to service problems that can ultimately hurt the reputation and the competitive position of service-oriented businesses such as hotels (Home & Griffeth, 1995; Woods & Macaulay, 1989; Nebel, 1991).

Although turnover has been defined in the study, it is very important to distinguish what turnover is and what it is not. According to Marvin (1994), turnover is the resignation with less than two weeks' notice, termination (except for temporary staff) and any regular staff termination within the first six months of employment. On the other hand, turnover is not resignation with more than two weeks' notice or the planned release of temporary staff.

Rate of Turnover

There were several different formulas used in the calculation of turnover. Turnover rates were generally expressed as a percentage for a specified period of time (week, month, year). The percentage here was calculated as a function of what goes to nominator and denominator. There were many different rates reported for the industry and some of them were not directly comparable. Each of them was tapping a different aspect of employee turnover. Constructing and comparing turnover rates was crucial for management if valid inferences were to be drawn (Mobley, 1982). According to Mobley (1982) the most frequently used turnover formula was:

TTR = Total Turnover Rate

$$TTR = (S / N) \times 100$$

S = Number of total separations in the time of interval, e.g. week, month, year.
N = The average number employees on the payroll of the unit being studied.

A major limitation of this formula is that it did not specify the reasons for turnover and consequently provided only a general idea about it. According to Mobley (1982) a more

useful approach for managers in measuring turnover would be to further divide reasons for turnover into categories such as voluntary quits, involuntary quits, discharge, layoff, death, and retirement.

In this formula the denominator would remain the same for the period studied, and the denominator would differ i.e.

QR = Quit Rate

$QR = (Q / N) \times 100$

Q = Voluntary quit rate

N = The average number employees on the payroll of the unit being studied.

Another formula was the one used by the U.S. Bureau of Labor Statistics (BLS). The turnover rate was obtained by dividing the number of employee separations during the month by the total number of employees at midmonth. This formula provided the turnover rate on a monthly basis. Once computed, the turnover rate could be compared with previous rates for the same periods, with the rates of other organizations, and with the national average obtained from the U.S. Bureau of Labor Statistics (Wiley, 1999).

According to Woods et al. (1998), the main reason related to the uncertainty about actual turnover rates was contributed to the fact that the hotel companies were using different methods to calculate turnover. The most common method (40.1%) was to count beginning number of employees and hires; subtract ending employees to determine turnovers; then divide that number by number of positions. The other popular approach (31.8%) was dividing average number of employee separations during a period by the average number of employees.

> "Turnover rates varied among industries, organizations, geographic locations, departments, positions, occupations, and by employee characteristics such as age, education, and organizational tenure. For example, younger, newer, unskilled, and blue-collar employees tend to have higher turnover rates than their contrasting groups. For this reason, turnover should be calculated for various categories of interest, as well as for the organization as a whole. For example, an organization may not have a severe organization-wide turnover rate, but may have a severe departmental turnover rate or a high professional employee turnover rate, which requires appropriate action to alleviate (Wiley, 1999)".

There were numerous studies available that dealt with the rate of turnover. Most of the studies researched employee turnover at three levels: line employee level, supervisory level and managerial level. Generally, the rate of turnover for line employee was the highest among all levels, whereas the other two differed according to the study conducted. According to American Hotel and Motel Association (AH & MA) currently the American Hotel and Lodging Association (AHLA), the estimated turnover rate in the lodging industry was more than 100 percent for 1999. The turnover rate may reach up to 300 percent in some departments such as Housekeeping and Food & Beverage (Hall, 2000). According to the American Hotel Foundation's (AHF) report, "Turnover and Diversity in the Lodging Industry", conducted by Woods et al. (1998), national turnover rate was 51.7 percent for line-level employees, 13.5 percent for property managers and 11.9 percent for supervisors. The report found that the turnover rate

showed a healthy decrease between 1995 and 1997. Decreasing from 82.9 percent in 1995 to 75.4 in 1996, and to 51.7 percent in 1997.

Turnover rate might differ among the same scale hotels located in the same area. Di Martino (2000) surveyed 229 full service hotels from ten hotel companies and also looked at reasons for both voluntary and involuntary turnover, based on the perceptions of the respondents, which included general managers, human resource managers, training managers, and accounting managers. The study found annual employee turnover rates to be 158 percent for line-level employees, 136 percent for supervisors, and 129 percent for managers. AHF's report found that mid-market segment had the highest turnover rate among all segments (54.7%), which was closely followed by economy segment (53.3%). The luxury segment had the lowest rate of turnover for line-level employees with 29.8 percent. The report researched the turnover rate by geographical location and determined that in 1997 Midwest region had the highest turnover rate for line-level employees with 50.6 percent, while West region had 37.9 percent turnover rate. The important fact was that in comparison to 1996, the turnover rate for line-level employees have decreased between 34 percent and 51.8 percent in all regions. The highest decrease (51.8%) occurred in Midwest Region from 105 percent in 1996 to 50.6 percent in 1997. The study researched the turnover for all levels of employees in major metropolitan areas. In this aspect Denver was leading all metropolitan areas in rate for line-level employees with 64.4 percent. Washington was the metropolitan area with the lowest rate of employee turnover (30.8%). Another category used in determining the rate of turnover was through the number of guestrooms at each property. The lodging properties, whose range was between 101 and 200 rooms, reported the highest turnover rate (55.7%), whereas the

properties with over 400 rooms had the lowest turnover rate (33.8%) among line-level employees.

According to Wolff (1997) hotel administrators and line employees agreed that housekeeping sustained the greatest turnover rate in the hospitality industry. On the other hand, the same research stated that according to Paul O'Neil in New York, the employee turnover in the housekeeping department is almost zero. O'Neil indicated that the reason for the low turnover was that job is well paid and benefits are great. There may be several reasons for the differences between turnover rates i.e. good management, employee incentives, staff training, and development programs.

Cost of Turnover

When an employee exits an organization, it usually would incur substantial costs. Costs to the organization might include decreased productivity, costs of hiring a new employee, cost of training time, and other indirect costs (Wiley, 1999). One of the earliest comprehensive efforts to quantify turnover was a study by Wasmuth and Davis (1983), which focused on the results of a three-year study about voluntary employee turnover. The subjects of the study were from five departments in 20 hotels located in North America and Europe. The five departments were accounting, engineering, food and beverage, front office, and housekeeping. Wasmuth and Davis (1983) found that turnover averaged 60 percent for the five departments: but was disproportionately above that average in food and beverage, front office, and housekeeping.

Researchers concluded that employee turnover resulted primarily from dissatisfaction with the current job rather than attraction to other job opportunities. Pay

was often cited as the reason for leaving, but poor quality of supervision and poor working conditions were the more frequent reasons given. Those findings were replicated almost exactly in a study of six restaurant companies and six hotel companies published in Cornell Quarterly in 1989 and by a third study of over 4,000 lodging properties published in 1998 by the American Hotel Foundation (Woods et al., 1998).

One of the conclusions of the (Woods et al., 1998) research was that the hotel industry has been mired in many outdated human resources (HR) practices for decades, while innovative management has resulted in major organizational and individual improvements in other industries. Cost of an employee was considered as a burden which could not be prevented (Hinkin & Tracey, 2000). Hinkin and Tracey (2000) reported the average cost of turnover by position at each hotel:

TABLE I. TURNOVER COST BY POSITION

Position	**Cost**
Front-office associate	$5,965.06
Administrative assistant, sales and catering	$7,658.01
Gift-shop clerk	$1,332.05
Room-service wait staff	$3,383.26

The interesting fact for the hotels was that they were estimating the average cost of losing an employee at only $800. Many companies did not determine the criteria for calculating the cost of labor turnover.

According to the Wall Street Journal the cost of labor turnover was on average $1,400 per position nationwide in 1988 (Hogan, 1992). The number has been estimated between $1,700-$2,500 in direct costs and additional $1,200-$1,600 in indirect costs

(Hogan, 1992). Direct costs were considered to be advertising and recruiting, management and clerical time, overtime for others, training, and support items such as uniforms. On the other hand, low productivity, low morale, and loss of reputation and goodwill were treated as indirect costs. Judging by these numbers losing one hourly employee per week might cost an organization between $88,400 and $130,000 per year (Hogan, 1992). The cost of turnover was even higher for employees at managerial level. According to Woods et al. (1998) turnover cost for managers may reach $50,000. This associated approximately with the annual salary, because this was close to the period in which a newly hired manager becomes fully productive for the organization (Worcester, 1999).

In an effort to help professionals understand the turnover cost for their organizations, in 1999 Pinkovitz, Moskal and Green at the University of Wisconsin developed a formula to calculate the turnover costs by adopting studies conducted previously in the field. The formula divided the costs in five categories: separation costs, vacancy costs, replacement costs, training costs and performance differential. The formula might be helpful in calculating the cost of employee turnover for the organization. Knowing the cost of losing an employee and then replacing that employee will help the company determine how much it can afford to invest in keeping their current employees. It would also help a company analyze whether an investment in retaining their employees adds to company's bottom line.

Reasons for Turnover

Woods and Macualay (1989) stated that the causes of turnover in the hospitality industry have not been substantially documented. In addition, they found that the few studies of turnover in other industries might not apply to the hospitality industry. There were many different aspects under which reasons and causes of employee turnover can be analyzed. Researchers have generally studied one of a variety of dichotomies such as avoidable-unavoidable, planned-unplanned, internal-external, functional-dysfunctional, and voluntary-involuntary (Wasmuth & Davis, 1983). All these dichotomies were used in conjunction with the effects on employee turnover.

In previous research studies, a number of factors were found to be related to employee turnover: namely, organization wide factors (pay and promotion), work environment factors (including supervision prominently), job related factors, and personal factors (Porter & Steers, 1973). Price (1977) proposed the following determinants affecting turnover: pay, integration (cohesiveness), instrumental company communication (information directly related job performance), formal communication (information officially transmitted), and centralization (degree of concentration power).

Di Martino (2000) dealt with two types of turnover: namely, involuntary and voluntary. He found that the primary reasons for involuntary turnover were: excess absenteeism, poor job performance, frequent tardiness, frequent guest complaints and other issues such as job abandonment. The reasons for voluntary turnover were: better pay elsewhere, better career advancement elsewhere, personal/family reasons, intracompany transfer/promotion, and preferred job outside the industry.

Wasmuth and Davis (1983) examined several turnover related alternatives. They designed a matrix based on avoidable versus unavoidable and planned versus unplanned employee turnover. Avoidable turnover dealt with those issues over which the organization had some influence, e.g., job satisfaction, retention, compensation.

Unavoidable causes were external items over which the organization had no control such as death, retirement, relocation of the spouse, personal injury and childbirth (Mobley, 1982; Stalcup, 1997). Bonn and Forbinger (1992) conducted a profound research about employee turnover. The analysis was made through the following methods (1) exit interviews and (2) internal analysis. Carefully constructed measures used immediately after people had left the organization can yield very useful information regarding the reasons employees leave an organization. According to Wasmuth and Davis (1983) the various reasons why people left the organizations could be grouped in three major categories: economic, organizational, and individual. While the number of categories and specific reasons under each might vary from one organization to another, purpose of these research studies remained constant; notably, to obtain valid reasons for individual turnover.

Stalcup (1997) designined a model for employee turnover,which was divided in two main sections: involuntary and voluntary turnover. There were four main causes for involunatry turnover: violations of company rules, refusal to follow instructions, lower paid replacement and poor performance. Poor performance had four subsections as conflicting goals and priorities, personality conflicts, lacking knowledge skills, abilities, and motivation. Volunatry turnover was associated with three main reasons: dissatisfaction with employer, dissatisfaction with the industry, and advancement

opportunities. Wild and Dawson (1972) conducted a study which discussed the view that some workers leave their jobs for no rational, predictable and identifiable reason; therefore, this is beyond the capabilty of management to reduce the employee turnover. Hovewer, many theorists indicated that characteristics inherent in the individual, in the job itself, and in the environnment may lead to increase in employee mobilty (Samuel, 1969; Pettman, 1974; Bevan, 1987; Wild & Dawson, 1972). Consequently, it was possible to predict, at least on a general basis, the causes, reasons and conditions that have an impact on the final decision to leave the company (Denvir & McMahon, 1992).

Woods et al. (1998) approached the turnover factors as internal (causes controlled by general manager or property) and external (outside the control of the general manager or property). In fact, this classification might be confusing for HR professionals, since internal turnover in Human Resources means job vacancy, which has been brought about due to internal promotion. The most important internal causes of internal employee turnover in the study were: rate of pay, communication problems, lack of advancement opportunities, lack of recognition for a job well done, and conflict with management. On the other hand, the external causes of employee turnover were: better pay elsewhere, increases of pay in other industries, low unemployment, a strong local or regional economy, and low quality of employees overall.

Marvin (1994) cited the following reasons for employee turnover: lack of recognition and award, lack of teamwork, incompatible management style, ongoing conflicts, quality-of-life issues, lack of control, stress, politics, pay versus effort, poor communication, poor recruiting, lack of orientation, lack of training, ineffective supervision, lack of leadership, job inequities, lack of management understanding,

boredom, lack of job security, no opportunities for advancement, not enough hours, lack of benefits, high management turnover, lack of feedback, lack of standards, lack of respect, sexual harrasment, racism, and personal reasons.

Empowerment

Empowerment is a concept that has different meanings among business organizations; but it generally refers to initiatives designed to give employees more discretion in the way they manage customer requests (Salazar, 2000). Thomas and Velthouse (1990) defined empowerment as intrinsic task motivation that follows from task assessments concerning meaningfulness, impact, choice and competence as experienced and cognitively interpreted by employee motivation. Go, Monachello, and Baum (1996) argued that employee empowerment increased employee satisfaction due to greater feelings of involvement and importance, and improved personal relationships among co-workers. They revealed that empowerment led to increased job satisfaction, reduced turnover, and created a culture that supports high service (Brymer, 1991; Salazar, 2000). Empowerment means turning the front line loose-encouraging and rewarding employees who exercised initiative and imagination to resolve customer complaints (Salazar, 2000).

Salazar (2000) investigated the relationship between empowerment and overall employee satisfaction within the hospitality industry. Bowen and Lawler (1992) stated that the benefit of the empowerment is that it helped employees feel better about their jobs and about themselves. Employees felt that empowerment allowed them to be the important part of the job, feel responsible for the job, and find the work meaningful.

Many businesses have indicated that they have been able to retain more employees by providing them with the empowerment abilities and sense of respect and creating 'a family atmosphere' (Grindy 1998; Carr, 2000).

Resolutions

Given the complexity of the turnover issue in general, it would be a difficult task to find an universal solution that can be applied to all situations. The solution might work in one situation but may not work in another. The type of turnover resolution selected by management should be based on the assesment and diagnosis of the causes and consequences for the particular organization treatment (Bonn & Forbinger, 1992). The remedies to turnover would differ according to the organizational culture, size of the company, whether it is based in multiple locations, and the management style. According to some researchers the remedies might be classified as short-term and long- term. Most companies refered to these productive methods of reducing employee turnover as retention programs. In AHF's "Turnover and diversity in the lodging industry" report (Woods et al., 1998) the following short -term prescriptions, which yielded immediate results, were proposed:

(1) Identifying the company culture to find out what is shared by all,

(2) Finding out why employees leave and whether they go to other companies in the lodging industry,

(3) Finding about why employees stay. What do they like about the company?

(4) Asking employees what their desires are

(5) Giving employees a voice, an opportunity to express their opinions

(6) Checking manager's biases about employees

(7) Developing recruiting programs programs that meet company needs

(8) Culturally sensitive orientation programs, and

(9) Taking interviews more seriously.

On the other hand the long-term prescriptions emphasized chages in the organization to make it a place where employees will show a desire to work. Major long-term prescription were determined as:

(1) Developing better socialization programs

(2) Develop employee training programs in employee's language

(3) Career path development

(4) Quality circles

(5) Partner and profit sharing programs

(6) Incentive programs

(7) Child care and family counseling

(8) Identify alternative employees, and

(9) Improve pay scale.

A. Certifications

One prescription gaining popularity was encouraging employees to earn professional certification. Most certification programs included study guides, training sessions or other resources. Through certification testing, candidates could measure whether they meet industry benchmarks for performance and knowledge.

Certification would be a helpful tool for hotels to improve quality and boost employee morale and professionalism. In the process, the companies can also discover the remedy for turnover maladies (Jafferson & Longstreet, 1997).

B. Realistic Job Preview

Another recommendation to be mentioned was the use of Realistic Job Preview (RJP). Evidence suggested that RJPs help reduce employee turnover (Mc Evoy & Cascio, 1985 as cited in Bonn & Forbinger, 1992). Realistic Job Preview gives an overall perception about the job characteristics by explaining its advantages and disadvantages of the job to the applicants in the selection process. In other words, RJP was based on a premise that the applicants that were given a more realistic view of the job will be less likely to develop unrealistic expectations as employees (Bonn & Forbinger, 1992).

> "The Realistic Job Preview is an innovative process that assesses an individual's ability, interest and willingness to work in, or learn, a specific job. The Realistic Job Preview allows individuals to experience and "preview" the job duties and expectations in a simulated environment, which replicates the actual working conditions, prior to accepting employment.
>
> The Realistic Job Preview is especially conducive to high-turnover jobs. For example, a job that requires individuals to stand for long periods of time and work with their hands in a fast-paced environment may not appeal to everyone. By implementing the Realistic Job Preview, the potential employee can decide whether or not he would be willing to work that specific job.
>
> The Realistic Job Preview tackles hiring and training nightmares by identifying employees who understand your jobs and want to work for you by reducing employee turnover, by decreasing hiring and training costs and by increasing productivity (Keystone International, 2000)".

According to Laker and Shimko (1991) there were four factors for the success of the RJP' s:

a. Applicants' initial expectations are lowered to more realistic level

b. RJP communicates a feeling of honesty to the job applicant.

c. RJP provides vaccination against the reality of the job.

d. RJP provides the applicants with the opportunity to self-select themselves out of the recruitment process.

RJPs can be accomplished through the variety of techniques such as written descriptions, tours of facilities, videotape presentation and question and answer sessions (Bonn, & Forbinger, 1992).

C. Biodata

While the use of biodata items was intended to predict employee turnover, traditional methods of validating biodata items data require huge samples of employees to validate the scoring key, preventing many employees from using this approach. Additionally, many empirical keying approaches have been criticized because they may result in adverse impact against members of protected groups or because final scoring keys may include items, which lack face validity (Bonn & Forbinger, 1992). In a nutshell, the study suggests that carefully chosen biodata items can be effective predictors of subsequent employee turnover. Other tools that may be used for reducing labor turnover are: monetary incentives, educational incentives and day care centers.

Industry Best Practices

An implemented industry practice, which led to a decrease of the employee turnover, was that of Newcastle Hotels (Hall, 2000). The strategy helped the hotel to reduce the employee turnover to 28 percent. They used four key strategies to reduce employee turnover:

(1) An Open Door Policy that included a Corporate Communication Hotline where employees might voice their concerns and have them addressed by a neutral third party.

(2) A peer review program that allowed employees, unsatisfied after going through normal channels to resolve a dispute, to take their concerns before an Employee Dispute Resolution board made up of line-level and managerial staff. The board's decisions were final and binding, superseding even the decision of a property's general manager.

(3) Twice yearly opinion surveys that gauged employees' feelings regarding their workplace. In 1999, these surveys indicated high levels of job satisfaction throughout the hotels. Company wide in 1999, 85 percent of New Castle's 2,000 employees either agreed or strongly agreed with the statements:

(4) Promotion policy that focused on promoting from within. Of all managers hired in 1999 throughout New Castle's properties, 33 percent were internal transfers or promotions (Hall, 1999).

CHAPTER III

METHODOLOGY

Chapter Overview

A number of studies have been conducted regarding employee turnover; but little is known about the reasons for turnover in lodging properties in the State of Oklahoma. The purpose of this study was to explore and assess the reasons for employee turnover in Oklahoma lodging properties. The present study is an exploratory study, since there were few studies conducted in this field in the State of Oklahoma. The findings derived through this study may be useful in reducing the employee turnover and increasing the operational efficiency in lodging properties. In this study, executive housekeepers / housekeeping managers were asked to share their perceptions as to the reasons for employee turnover. This chapter included the details regarding the research design, the population, planning and development, survey procedure and data analysis.

Research Design

Planning and development of this study began in the fall 2000 and continued through March 2001. During that time an extensive literature review was conducted, data collection procedures were determined, a survey instrument was formulated, and data analysis techniques were determined. The current study was an exploratory cross-

sectional study. The purpose of this study was to report information that would be useful to lodging operators who are facing high employee turnover and for researchers in the academic field to inspire future research regarding this issue. The research design employed in this study was a survey in the form of a self-administered mailed questionnaire.

Population

Population of this study was all the housekeeping managers in the lodging properties in Oklahoma (N= 301). The census survey, to the entire population of 301, was implemented in this study; therefore, no sampling method was employed. The Membership Director of the Oklahoma Hotel and Lodging Association (formerly OHMA) provided the property names, contact names, addresses, and telephone numbers of the properties. The database contained total of 324 names. Three of the items in the list were individuals with no property name indicated. Six of the items were corporate offices and were excluded because they do not have a housekeeping department. Two of the members were located in the State of Texas; therefore, they were not relevant to the study. Ten of the properties were state parks without any housekeeping unit; consequently, they were not included in the study. Finally, the researcher defined the population for this study as 301 (171 OHLA members and 130 Non-members) were selected.

Planning and Development

The questionnaire was developed through the literature review and through the evaluation of other questionnaires utilized in previous studies regarding employee turnover in the lodging industry and the other industries. Following the development of the questionnaire, hospitality educators, local housekeeping managers and human resources management professionals reviewed the instrument to check for clarity, content, format, and the length of time needed for completing the survey. The instrument was modified based on the feedback received. The instrument and data collection procedures were reviewed by Institutional Review Board (IRB) of Oklahoma State University. The instrument was approved by the IRB on April 2, 2001 (See Appendix A).

The Instrument

The cover letter for this study was designed in accordance with the recommendations of "Mail and Internet surveys: The Tailored Design Method" (Dillman, 2000). The cover letter served the purpose of an introduction letter, which explained to the property manager the importance of the study and requested him/her to forward the questionnaire to the housekeeping manager (See Appendix B). The research has indicated consistently that the use of an introduction letter may improve the response rate (Kanuk & Berenson, 1975; Fox, Crask and Kim, 1988; Dillman, Clark and Sinclair, 1995; Dillman, 1991). The cover letter was limited to one page; the date was placed on top of the letter. Inside address was placed on letterhead stationery to personalize the cover letter. The letter explained the purpose and importance of the study. A statement about

the confidentiality of the study was utilized which showed an ethical commitment to release the results only as summaries, in a way that no individual's responses can be identified. As well as, there was a sentence stating that the survey was voluntary. A token of appreciation and the meaning of the small gift were included in the letter. Dillman (2000) indicated that a token of appreciation provided another way of saying thank you in advance of the person's response.

Offering to answer questions by providing a phone number and e-mail address for communication helps convey trust to the participant that the survey is legitimate and important. It is an essential component of good cover letter (Dillman, 2000). An authentic personal signature in contrasting ink " a pressed blue ball-point pen signature" on a soft surface was applied both to the bottom part of the cover letter to the property manager and to the questionnaire. A postscript in the questionnaire was added to mention the meaning of the token of appreciation and said "Thank you" again for completing the questionnaire.

The questionnaire used in this study had three sections (See Appendix C). The first section was proposed to explore manager's perceptions about the turnover issues and to measure the turnover rate for each particular property. There were five questions intended to identify manager's perception about turnover. A six-point Likert scale was used in this part (1= Strongly Disagree, 2= Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5= Agree, 6= Strongly Agree). In this section, a fill in the blanks part included was intended to measure turnover rate among the full time employees in the housekeeping department. The first part of the second section listed 25 different statements about the voluntary employee turnover, while the second part of section; two

listed ten different reasons for involuntary turnover. This section was measured by a six-point Likert type scale, as well.

The third section of the questionnaire dealt with demographics. This section was divided in two parts. The first part was designed to report the personal information about the property housekeeping managers such as, background, gender, level of education, level of income, marital status, length of employment with the current company, and total experience in the lodging industry. This section had multiple-choice questions, where the participant could select the best response, which reflected their level of agreement. The second part of this section was designed to obtain information about the property profile such as, the number of guestrooms the property had, the industry segment the property belonged to, property's type, the length of time the property has been in business, type of property ownership, number of rooms the room attendant was expected to clean, number of employees employed in the department, total number of employees in the property and the membership type of the property. This section included both fill in the blanks and multiple-choice questions. The section of property demographics was adapted from a survey developed by Cobanoglu (1998).

Survey Procedure

Data was collected using a self-administered mail survey. The instrument was mailed to property general managers on April 10, 2001 by first class mail. According to Dillman (2000) mailing the survey first-class may be consistent with the image of importance being sought. Another benefit is that first-class mail is delivered at a higher priority than bulk rate mail. Thus, the delivery period may be significantly decreased. The

respondents were given 14 days to return the completed questionnaires. There was a cover letter asking the property general managers to forward the survey to their property housekeeping managers (or to fill the survey out themselves if they were in charge of the housekeeping department). A second letter addressed to the housekeeping managers was embedded into the questionnaire and was utilized as an introduction to the study. It explained the purpose of the study, average time to complete the instrument, confidentiality of the survey, the researcher's contact information and the incentive for the respondent. All of the components – e.g., the cover letter, the questionnaire, token incentive, and business reply envelope were inserted into a business envelope. In cognitive interviews designed to test mailout packages, it was observed that one or more components such as reminder cards and a token of appreciation can be left in the envelope when the other components are removed (Dillman et al., 1998). In an effort to prevent any failure, the researcher taped the token of appreciation to the questionnaire.

The respondents (housekeeping managers) answered the questions and returned the survey in a business reply envelope. Personal solicitation was possible to properties located in the City of Stillwater, Oklahoma. Consequently, it was not necessary to mail the questionnaire to these properties. Two weeks were allowed for receiving the questionnaires. Received questionnaires were numbered and coded, before entered into the computer.

Data Analysis

The collected data on each instrument were entered into the computer. Data was analyzed using Statistical Package for Social Sciences 10.1 (SPSS, 2001). Data obtained

was tabulated using frequency tables, percentages, modes and means. Standard statistical procedures such as frequency, cross tabulation, chi-square, correlated reliability analysis, data reduction, Independent samples T-test, and Analysis of variance (ANOVA) were employed to analyze the data. The results will be reported in Chapter IV.

Frequency was used in analyzing demographical data about the properties and the housekeeping managers. Percentages were utilized in the demographics, as well.

Means of all statements about turnover were taken and ranked. Also, the questions concerned with length of employment, years the property is in business, number of rooms to be cleaned by the guestroom attendant, and number of employees in the property and in the housekeeping department were analyzed using means. Correlated reliability analysis (Cronbach's Alpha) was used to measure the internal consistency between the statements of turnover reasons. Cross tabulation with chi-square was implemented to explore the association between the voluntary turnover factors vs. property respondents' gender and property's industry segment. Factor analysis was conducted utilizing data reduction operation for all of the statements dealing with voluntary turnover in an effort to cluster these variables into groups and determine factors for explaining voluntary turnover. Two tailed independent samples T-test was used to determine whether a significant difference existed between respondents' gender relative to their perceptions concerning voluntary turnover reasons. One-way ANOVA was used to investigate whether there was a significant difference between industry segments, property locations and voluntary turnover reasons. A follow up analysis was conducted using post hoc analysis operation (Tukey's test), to gain further details about the statistical difference between the variables. The significance level for all of the hypotheses was set at $\alpha = .05$.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to assess and determine the important reasons leading to employee turnover in the housekeeping department in lodging properties in the State of Oklahoma. The data was obtained utilizing the research instrument and the methodology implemented described in the previous chapter. The current chapter is proposed to report the findings of this study. This chapter includes: response rate, instrument reliability, respondent demographics, property characteristics, turnover rate, level of agreement with voluntary and involuntary turnover, hypotheses, factor analysis and discussion.

The study had the following objectives:

1. To research and analyze the perceptions of housekeeping managers concerning the employee turnover issues and reasons in lodging properties in the State of Oklahoma.
2. To identify and classify the reasons for employee turnover in the lodging establishments.
3. To explore the relationship between reasons of turnover and the property characteristics

4. To determine the association between manager's perceptions about the turnover reasons and their gender.

The functional objective of this study was to convey the information that may be useful in finding solutions for curing the employee turnover. As well as, to serve as a cornerstone to inspire further research in this field.

Response Rate

There were 301 surveys distributed to housekeeping managers in the state of Oklahoma. Of the 301 questionnaires, 296 were mailed via postal mail and five were distributed through personal solicitation. Table II shows the net response for this study. Twenty-four questionnaires were undeliverable due to wrong address or change of address. This amount yielded an effective sample of 277 properties. This created a 16.42 percent raw response rate and 16.82 adjusted rate for the current study. The current response rate was above the targeted response rate of 12-15 percent. There were 46 usable questionnaires collected. The number of returned usable surveys was above 32 sample surveys, which is the minimum required number for conducting statistical analysis.

TABLE II. RESPONSE RATE

	N
(A) Sample size	301
(B) Number not deliverable	24
(C) Percent not deliverable[1]	9.45
(D) Effective sample size[2]	277
(E) Surveys returned	46
(F) Raw response rate[3]	16.42
(G) Adjusted response rate[4]	16.82

Notes: [1] C= B/A [3] F= E/A
[2] D= A-B [4] G= E/D

Reliability of the Instrument

The analysis of reliability of the instrument was conducted by evaluating three sets of questions within the questionnaire. Cronbach's Alpha was used to determine the reliability of the instrument. The first set of statements included five statements that dealt with turnover issues and yielded a reliability coefficient of alpha .7269. The second set of statements had 25 reasons dealing with voluntary turnover that yielded a coefficient of .9684. The last set included 10 statements defining the reasons for involuntary turnover in the lodging properties, and had a coefficient of .7936.

The second set of statements, which was concerned with voluntary reasons, was serving as the core of hypothesis testing and showed the highest reliability coefficient (.9684). The closer the reliability is to +1.00, the more reliable the dimension is (Crowl, 1996). The reliability coefficients for all groups were above the level of .50, which is considered the criterion for conducting a basic study (Nunnally, 1967).

Respondent Demographics

Demographic characteristics for respondents are described according to their gender: male or female. Female respondents outnumbered male respondents in the current study; 27 (60.9%) to 17 (39.1%). Two of the respondents did not indicate their gender. The majority of respondents were Caucasian - 27 (61.4%). In terms of marital status, 33 (75%) of respondents were married (See Table III).

The majority of the participants were over the age of 40: 34 (59.1%). More than 46 percent of the females were between the age of 20 and 39, while only 5.7 percent of

the male respondents were in this age range. In terms of level of education 34 (75.6%) of the respondents had an associate degree or higher. Forty three percent of the housekeeping/property managers had a bachelor's degree or higher. Approximately 78 percent of the male respondents had a bachelor's degree or higher, while 18.5 percent of the female respondents had this level of education. A high school degree and bachelor's degree were the most frequently reported levels of education with 24.4 percent each. More than half of the participants (51.1%) reported an annual income of $35,000 or higher. Approximately 94 percent of the male mangers fell into this category, while only 28.5 percent of the female respondents were earning $35,000 or more. Twenty-two (48.9%) of the managers reported an income of more than $40,000.

The most common period of employment with the current employer ranged between three to five years. This period of time was reported by 18 (39.1%) of the respondents. Approximately 24 percent of the respondents were employed six or more years with their current employer. Forty nine percent of the male managers were working for the same employer for six years or more, while 35.7 of the female managers were employed for the same period of time. In terms of professional experience in lodging industry, more than half of the respondents (58.7%) had 11 years or more experience in the lodging industry. More than half of the male respondents (61.1%) had an experience of 15 years and over, while only 28.6 percent of the female had the same level of experience.

TABLE III. DEMOGRAPHIC INFORMATION OF SAMPLE

Background	**Male**		**Female**		**Total**	
	Frequency	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
Caucasian	9	52.9	18	66.7	27	61.4
African American	1	5.9	1	3.7	2	4.5
Native American	2	11.8	3	11.1	5	11.4
Hispanic American	1	5.9	2	7.4	3	6.8
Asian American	3	17.6	1	3.7	4	9.1
Foreign National	1	5.9	2	7.4	3	6.8
Total	17	100.0	27	100.0	44	100.0
Marital Status	**Frequency**	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
Single	4	23.5	7	25.9	11	25.0
Married	13	76.5	20	74.1	33	75.0
Total	17	100.0	27	100.0	44	100.0
Age	**Frequency**	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
20-29	0	0.0	3	10.7	3	6.7
30-39	1	5.9	10	35.7	11	24.4
40-49	7	41.2	11	35.7	17	37.8
50-59	8	47.1	3	10.7	11	24.4
Over 60	1	5.9	2	7.1	3	6.7
Total	17	100.0	29	100.0	46	100.0
Education	**Frequency**	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
High School			11	40.7	11	24.4
Associate Degree (2 year)	2	11.1	4	14.8	6	13.0
Some College	2	11.1	7	25.9	9	19.6
Bachelors Degree (4 year)	8	44.4	3	11.1	11	23.9
Graduate Student	4	22.2	1	3.7	5	10.9
Graduate Degree	2	11.1	1	3.7	3	6.7
Total	18	100.0	27	100.0	45	100.00
Income	**Frequency**	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
16-19,999			7	25.0	7	15.6
20-24,999	1	5.9	3	10.7	4	8.9
25-29.999			4	14.3	4	8.9
30-34,999			6	21.4	6	13.3
35.39, 999			2	7.1	2	4.4
40, 000 and over	16	94.1	6	21.4	22	48.9
Total	17	100.00	28	100.00	45	100.00

Employed with current employer	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 6 months	1	5.6			1	2.2
6-12 months	1	5.6	2	7.1	3	6.5
1-2 years	2	11.1	3	10.7	5	10.9
3-5 years	5	27.8	13	46.4	18	39.1
6-10 years	5	27.8	3	10.7	8	17.4
11-15 years	3	16.7	6	21.4	9	19.6
Over 15 years	1	5.6	1	3.6	2	4.3
Total	18	100.00	28	100.00	46	100.00
Experience in lodging industry	**Frequency**	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
Less than a year	1	5.6	1	3.6	2	4.3
1-2 years			1	3.6	1	2.2
3-5 years	2	11.1	8	28.6	10	21.7
6-10 years	1	5.6	5	17.9	6	13.0
11-15 years	3	16.7	5	17.9	8	17.4
Over 15 years	11	61.1	8	28.6	19	41.3
Total	18	100.00	28	100.00	46	100.00

Note: Percentages for male and female indicate the percentage within respective gender.

Property Characteristics

According to the collected data, the size of properties ranged between 15 and 370 rooms (See Appendix D). An average number of rooms for properties in this sample population was approximately 120. Approximately 18 percent of the properties had 150 rooms or more. Only 6.5 percent of the properties had less than 50 rooms. Over 63 percent of the respondents were categorized as "mid priced" lodging properties (See Table 4). Only one property (2.2%) was reported in luxury segment. Most frequent location for the properties was highways with 34.8 percent, which was followed by airport hotels (28.3%). The Standard hotel was the most frequently encountered property type in this study 24 (52.2%), which was followed by motel (23.9%). According to ownership type, franchise was the most frequent ownership type with 32.6 percent, followed by corporate establishments with 28.3 percent.

Approximately, 27 percent of the properties in the current study were five years old or less (See Appendix E). Forty percent of the properties were 10 years old or less. More than 70 percent of the properties were 20 years old or less, while only one property had been in business for more than 50 years. The number of rooms a guestroom attendant was expected to clean ranged between six and 20. The most common number of rooms cleaned daily by a room attendant was 15. Twenty one percent of the guestroom attendants cleaned 15 rooms, which was followed with 19.6 percent with 12 rooms. Based on the collected information, the average number of rooms a guestroom is expected to clean was 14. Forty percent of the properties required their guestroom attendants to clean a number of rooms below this average (N=14). In terms of the number of guestroom attendants employed in the property, the average number of full time

attendants was eight, while the average for total numbers of full time employees for all properties was 34. As a result, based on the sample studied, guestroom attendants accounted for almost one-fourth of the full time staff in Oklahoma lodging properties.

TABLE IV. PROPERTY CHARACTERISTICS

Segment	**Frequency**	**Percent**
Budget	7	15.2
Economy	2	4.4
Mid Priced	29	63.0
Upscale	7	15.2
Luxury	1	2.2
Total	46	100.0
Location	**Frequency**	**Percent**
Suburban	6	13.0
Highway	16	34.8
Airport	13	28.3
Resort	5	10.9
Downtown	6	13.0
Total	46	100.0
Property type	**Frequency**	**Percent**
Full Service	3	6.5
All Suite	2	4.3
Bed & Breakfast	2	4.3
Extended Stay	2	4.3
Motel	11	23.9
Standard hotel	24	52.2
Convention hotel	2	4.3
Total	46	100.0
Ownership	**Frequency**	**Percent**
Other	1	2.2
Independent	10	21.7
Franchisee	15	32.6
Chain	7	15.2
Corporate	13	28.3
Total	46	100.0

There were three associations in the research instrument: American Hotel and Lodging Association (AHLA), Oklahoma Hotel and Lodging Association (OHLA) and Asian American Hotel Owners Association (AAHOA). Thirty-four properties were members to one of the above-mentioned associations, while more than one-fourth of the properties (N=12) did not hold any membership in these associations. Twenty-seven properties reported membership to OHLA, which was followed by 23 properties that indicated AHLA membership. Only six properties were members to AAHOA. In terms of cross tabulation between these associations following results were identified (See Table V):

TABLE V. MEMBERSHIP CROSS TABULATION

Membership	**N**
Both AHLA and OHLA	19
Both AHLA and AAHOA	1
Both OHLA and AAHOA	2
AHLA Only	3
OHLA Only	6
AAHOA Only	3
All (AHLA, AAHOA & AHLA)	0
Total	34

The information reported above revealed that nineteen properties held memberships in both AHLA and OHLA and none of the properties was a member to all associations. Six properties were members to OHLA only, three properties were AHLA members only and another three properties held AAHOA membership.

Managers' Perceptions about Turnover Issues

The first two statements in this section dealt with the issue of whether turnover was an organizational or monetary problem. "Monetary problem" had a mean of 4.53 while "organizational problem" had a mean of 3.83 (t= 21.330, df= 39, sig= .000). One of the objectives of the study was to explore the manager's perceptions about employee turnover. Among the three statements, which describe the causes of turnover to properties, most managers agreed or strongly agreed with the statement that turnover causes "operational problems" (M=5.15) for their property. This statement was followed by "low productivity" (M=4.56) and "financial problems"(M=4.54).

Rate of Turnover

The current study attempted to determine the rate of turnover for line-level guestroom attendants in Oklahoma lodging properties. One of the reasons for such an approach was the fact that the turnover rate may differ between full time and part time employees. According to Woods et al. (1998), only 5.1 percent of the properties were distinguishing between full- and part-time employee turnover and only 4.5 percent of the properties were computing turnover rate for seasonal employees separately.

The formula employed in computing the rate of turnover was the one cited by Mobley (1982) as the most frequently used formula:

TTR = Total Turnover Rate

$$TTR = (S / N) \times 100$$

S = Number of total separations in the time of interval (e.g. week, month, year).

N = The average number employees on the payroll of the unit being studied.

The average number (N) was obtained by adding the number of full-time employees currently employed in the property to the number of employees who had been on a payroll at the beginning of the period studied (a year ago). The range of turnover rate for full-time guestroom attendants computed in this study was between five and 225 percent. The average turnover rate among line level guestroom attendants in this study was 66.66 percent. Only 18.4 percent of the properties had a turnover rate higher than 100 percent among their guestroom attendants (See Appendix F).

During the breakdown of the turnover according to the segments, the researcher collapsed upscale properties with luxury properties and budget properties with economy ones due to the small sample size. Therefore, only three segments were reported in the results section (See Table VI). Among the industry segments, luxury/upscale segment reported the lowest turnover rate (41.02%), while budget/economy had the highest turnover rate (78.88%). In terms of ownership, independent hotels enjoyed lowest turnover rate, while franchisee properties had the highest rate of losing employees (80.88%). Properties located in a resort setting had the lowest turnover rate according to the location criterion (30.80%), while airport properties tripled resorts' rate of turnover (94.33%). In terms of property type, extended stay properties had the lowest rate of turnover with 22.22 percent (N=1). The property type reported under "other" category (Full Service) had the highest turnover rate in this classification (113.02%). Full service hotels were followed by motel that had the turnover rate of 100.07 percent.

TABLE VI. TURNOVER RATE BY PROPERTY CHARACTERISTICS

Segment	**Percent**	**N**	**SD**
Budget/Economy	78.88	7	0.6096
Mid-Priced	70.6	24	0.6033
Luxury/Upscale	41.02	7	0.2711
Ownership	**Percent**	**N**	**SD**
Franchise	80.88	11	0.4359
Corporate	68.65	12	0.6061
Chain	59.17	6	0.5463
Independent	53.16	8	0.7303
Other (State)	40.00	1	.
Location	**Percent**	**N**	**SD**
Airport	94.33	13	0.6469
Downtown	64.29	4	0.3962
Highway	56.98	12	0.5889
Suburban	53.16	4	0.3574
Resort	30.80	5	0.1789
Property type	**Percent**	**N**	**SD**
Other (Full Service)	113.02	2	1.0327
Motel	100.07	9	0.6095
Bed & Breakfast	58.82	1	.
Standard hotel	55.83	21	0.5166
Convention hotel	41.17	2	0.6798
All Suite	35.69	2	0.2396
Extended Stay	22.22	1	.
Total	66.68	38	0.561

Notes: N= Number SD= Standard Deviation

Voluntary and Involuntary Turnover Reasons

Twenty-five reasons for voluntary (by employee's consent) turnover were stated in the questionnaire. The means were taken in order to rank these reasons according to the level of agreement (See Table VII). The voluntary turnover reason with highest level of agreement was "finding a better paying job" (M= 4.51), followed by "personal reasons" and "lack of benefits". " Racism" (M= 1.51) and "sexual harassment" (M= 1.47) were the last two reasons in the rankings, which lead to voluntary employee turnover.

TABLE VII. VOLUNTARY REASONS FOR TURNOVER

Variable	N	M	SD
Finding a better paying job	44	4.41	1.352
Personal reasons	44	3.98	1.406
Lack of benefits	40	3.53	1.826
Lack of career advancement	42	3.52	1.330
Poor communication	41	3.12	1.382
Distasteful job	41	3.12	1.536
Quality-of-life issues	40	3.05	1.377
Stressful job	43	2.91	1.360
Lack of teamwork	41	2.90	1.114
Lack of training	40	2.90	1.355
Lack of understanding	43	2.86	1.302
Job inequities	39	2.82	1.121
Lack of recognition	41	2.80	1.005
Ongoing conflicts	38	2.74	1.329
Lack of empowerment	37	2.73	1.283
Ineffective supervision	40	2.73	1.414
Bad management	39	2.72	1.376
Boredom	39	2.67	1.402
Lack of respect	41	2.54	1.185
Ineffective orientation	38	2.53	1.390
Isolation	40	2.38	1.170
Lack of job security	38	2.21	1.436
Politics	38	2.08	1.148
Racism	35	1.51	.781
Sexual harassment	36	1.47	.774
Valid N	26		

In terms of involuntary (initiated by organization) turnover, the first reason for terminating guestroom attendants was "absenteeism" (M= 4.51), followed by "poor performance"(M= 4.32) (See Table VIII). The last two reasons for terminating employment were "end of temporary employment" (M= 2.12) and "lower paid replacement" (M= 1.91).

TABLE VIII. INVOLUNTARY REASONS FOR TURNOVER

Variable	N	M	SD
Absenteeism	41	4.56	1.433
Poor performance	41	4.32	1.254
Violation of company rules	43	4.05	1.344
Refusal to follow instructions	41	3.73	1.533
Lack of motivation	41	3.07	1.330
Unsatisfactory probation period	37	2.86	1.512
Lacking knowledge and skills	39	2.51	1.167
Layoff	34	2.21	1.493
End of temporary employment	34	2.12	1.493
Lower paid replacement	34	1.91	1.334
Valid N	26		

Relationship between Level of Agreement with voluntary Turnover Reasons and Respondents' Gender

Hypothesis 1

H_0 = There is no significant association between the level of agreement with voluntary turnover variables and respondent's gender

H_1 = There is a significant association between the level of agreement with voluntary turnover variables and respondent's gender

The researcher completed cross tabulation analysis with Chi Square in order to test hypothesis $H_{0\,1}$. In order to obtain an analyzable Chi-square output, the researcher collapsed the six-point scale to two points: "Agree" and "Disagree". The results indicated

that there was no association between level of agreement with turnover reasons and respondent's gender. There was only one significant variable ("lack of career advancement", sig. P< .013) among 25 statements about voluntary turnover. Consequently, the researcher failed to reject H_0 and concluded that there is no association between level of agreement with voluntary turnover reasons and respondent's gender.

Association between Level of Agreement with voluntary Turnover Reasons and Industry Segment

Hypothesis 2

H_0 = There is no significant association between the level of agreement with voluntary turnover reasons and industry segment

H_1 = There is a significant association between the level of agreement with voluntary turnover reasons and industry segment

Cross tabulation with chi-square was completed in order to explore the probable association between variables for voluntary turnover and industry segments. The results revealed that there is an association between level of agreement for turnover reasons and industry segment (See Table IX). Four variables showed significance of $p < .05$. As a result, H_0 was rejected in favor of H_1 and it was possible to conclude that an association exists between the level of agreement for voluntary turnover variables and the property's industry segment.

TABLE IX. ASSOCIATION BETWEEN VOLUNTARY TURNOVER VARIABLES AND THE INDUSTRY SEGMENT

Variable	Value	df	Asymp. Sig. (2-sided)
Lack of recognition	7.091	2	.029
Lack of teamwork	9.198	2	.010
Ineffective orientation	9.389	2	.009
Job inequities	8.689	2	.013

Variable		Segment					
		L/U		M-P		B/E	
Lack of recognition		F	%	F	%	F	%
	Disagree	5	71.43	24	88.89	3	42.85
	Agree	2	28.57	3	11.11	4	52.15
	Total	7	100.00	27	100.00	7	100.00
Lack of teamwork		F	%	F	%	F	%
	Disagree	4	57.15	23	88.46	3	37.5
	Agree	3	42.85	3	11.54	5	62.5
	Total	7	100.00	26	100.00	8	100.00
		F	%	F	%	F	%
Ineffective supervision	Disagree	6	85.71	22	91.67	3	42.85
	Agree	1	14.29	2	8.33	4	57.15
	Total	7	100.00	24	100.00	7	100.00
		F	%	F	%	F	%
Job inequities	Disagree	6	85.71	21	84.00	2	28.57
	Agree	1	14.29	4	16.00	5	71.43
	Total	7	100.00	25	100.00	7	100.00

Notes: L/ = Luxury/Upscale F= Frequency
M-P= Mid Priced %= Percentage
B/E= Budget/Economy

After analyzing cross tabulation of the variables which showed a significance in association with the segments, it was possible to state that only a majority of respondents in the Budget/Economy segment agreed with the variables "lack of recognition"," lack of teamwork", "ineffective supervision" and "job inequities". On the other hand,

the majority of respondents in the Luxury/ Upscale and Mid-Priced segment disagreed that above mentioned variables were a reason for voluntary turnover.

Relationship between Level of Agreement with voluntary Turnover Reasons and Respondents' Gender

Hypothesis 3

H_0 = There is no significant difference between male and female property managers' level of agreement with voluntary turnover reasons

H_1 = There is a significant difference between male and female property managers' level of agreement with voluntary turnover reasons

The researcher utilized a two-tailed independent sample T-test in order to test the hypothesis. The output implied that there is no significant difference between the level of agreement about the reasons for turnover and respondent's gender. Only one variable ("lack of career advancement") showed the significance ($t= 2.091$, $p= .043$) between respondents' gender ($p< .05$) (See Appendix G). Consequently, the researched failed to reject Ho and stated that there is no statistical significance between the level of agreement with voluntary reasons in accordance with respondent's gender.

Relationship between Level of Agreement with voluntary Turnover Reasons and Industry Segment

Hypothesis 4

H_0= There is no significant difference between industry segments and their level of agreement with voluntary turnover reasons

H_1 = There is a significant difference between industry segments and their level of agreement with voluntary turnover reasons

One-way ANOVA was employed to test the significance between variables (See Appendix H). The results in Table X indicate the turnover variables that showed a statistical significance between industry segments with the level of agreement about voluntary turnover reasons. Based on these results, the null hypothesis was rejected and researcher stated that there is a significant difference between industry segments and their perception about voluntary turnover.

TABLE X. RELATIONSHIP BETWEEN VOLUNTARY LEVEL VARIABLES AND INDUSTRY SEGMENT

Variable		Sum of Squares	df	Mean Square	F	Sig.
Finding a better paying job	Between Groups	17.688	2	8.844	5.949	.005*
	Within Groups	60.948	41	1.487		
	Total	78.636	43			
Lack of recognition	Between Groups	6.555	2	3.278	3.676	.035*
	Within Groups	33.884	38	.892		
	Total	40.439	40			
Lack of teamwork	Between Groups	7.956	2	3.978	3.629	.036*
	Within Groups	41.654	38	1.096		
	Total	49.610	40			
Bad management	Between Groups	11.079	2	5.539	3.279	.049*
	Within Groups	60.819	36	1.689		
	Total	71.897	38			
Job inequities	Between Groups	7.298	2	3.649	3.248	.050*
	Within Groups	40.446	36	1.123		
	Total	47.744	38			
Lack of job security	Between Groups	16.441	2	8.220	4.805	.014*
	Within Groups	59.875	35	1.711		
	Total	76.316	37			

Note: The mean difference is significant at the .05 level.

TABLE XI. POST HOC ANALYSIS (TUKEY'S TEST)

Variables	Segment L		Segment M	Segment B	
Finding a better paying job					
Mean	5.75		4.14	4.00	
Sig.	L>M	.005			
Lack of recognition					
Mean	3.23		2.52	3.43	
Sig.					
Lack of teamwork					
Mean	3.00		2.62	3.75	
Sig.				B>M	.028
Bad management					
Mean	2.50		2.46	3.86	
Sig.				B>M	.042
Job inequities					
Mean	2.86		2.56	3.71	
Sig.				B>M	
Lack of job security					
Mean	3.50		1.75	2.63	
Sig.	L>M	.016			

Notes: L= Luxury/Upscale
M=Mid Priced
B=Budget/Economy

Post Hoc analysis utilizing Tukey's test revealed that finding a better paying job and lack of job security variables had a higher level of agreement with the Luxury/Upscale segment than with the Mid Priced one (See Table XI). On the other hand, lack of teamwork, bad management and job inequities were variables with higher level of agreement for Budget/Economy segment while compared to Mid Priced. Lack of job recognition showed significance as a variable, but did not reveal any details concerning a relationship between the segments.

Relationship between Level of Agreement with voluntary Turnover Reasons and Property Location

Hypothesis 5

H_0 = There is no significant difference between property locations concerning their level of agreement with voluntary turnover statements

H_1 = There is a significant difference between property locations concerning their level of agreement with voluntary turnover statements

One-way ANOVA was employed to test the significance between voluntary turnover variables and property location. After running the statistical test, results showed that there was no significance between voluntary turnover variables and property location (See Appendix I). Researcher failed to reject Ho and stated that there is no statistical difference between property locations in their perceptions about voluntary turnover reasons.

Factor Analysis

Factor analysis was implemented in order to reduce the 25 statements (reasons) for voluntary turnover in an attempt to explore the probability of clustering these reasons under separate factors. Prior to analyzing the data, the Data reduction operation under Statistical Package for Social Sciences (SPSS), the researcher analyzed the reliability of the variables by Cronbach's alpha analysis. The results revealed that the statements had a high reliability (.968), which indicated that the variables had high internal consistency. Another indicator for the feasibility of the analysis was the Bartlett's Test of Sphericity, which yielded significant Chi square output (χ =621.295, df=300, Sig.= .000) for testing the correlation matrix.

After conducting the analysis, the researcher found eight factors which had eigen values greater than 1.00 (meaning that these variables explain at least themselves). Prior to executing the operation, the researcher decided on reducing the 25 variables to five factors. Two-stage method was implemented in this process. The first step was determining the number of factors, which had eigen values of 1.00 and higher. The second step was in case the factors found are more than five; the top five factors would be selected with a requirement to represent at least 60 percent of a variance (Nunnally, 1967). The operation indicated that eight factors had Eigen values higher than 1.00. As a third step the researcher analyzed the data reduction by selecting five-factor data reduction. Selected five factors represented approximately 73 percent of the explained variance, which was satisfying the predetermined target of 60 percent of a variance.

Next procedure was grouping the voluntary turnover variables under factors by implementing Variance maximization (Varimax) Kaiser rotated analysis. In this process, the researcher selected the row where the variable had the highest loading value. After implementing this step the variables were grouped as follows (See Table XII):

TABLE XII. SUMMARY FOR TURNOVER FACTORS

Factor Name	EV[1]	PV[2]	CV[3]	CA[4]	Variables	Factor Loading
Job Characteristics	**10.894**	**43.576**	**43.576**	**.9377**	1.Lack of teamwork	.823
					2.Ineffective supervision	.795
					3.Job inequities	.774
					4.Ineffective orientation	.767
					5.Lack of respect	.758
					6.Bad management	.744
					7.Poor communication	.737
					8.Lack of understanding	.712
					9.Quality-of-life issues	.706
Working conditions and advancement	**2.394**	**9.578**	**53.154**	**.8930**		
					1.Lack of empowerment	.864
					2.Boredom	.811
					3.Lack of career advancement	.667
					4.Isolation	.640
					5.Lack of training	.603
Benefits and security	**1.798**	**7.190**	**60.344**	**.5941**		
					1.Lack of benefits	.757
					2.Lack of job security	.730
Policies	**1.690**	**6.760**	**67.103**	**.7229**		
					1.Racism	.799
					2.Sexual harassment	.730
					3.Politics	.611
Job attributes	**1.505**	**6.019**	**73.122**	**.6090**		
					1.Finding a better paying job	.813
					2.Stressful job	.647
					3.Distasteful job	.474

Notes 1: Eigen Value
2: Percent of Variance
3: Cumulative Variance
4: Cronbach's Alpha Coefficient

"Job characteristics" factor which had the highest eigen value (10.894) and explained more than 43 percent of the variance encompassed nine variables: lack of teamwork, ineffective supervision, job inequities, ineffective orientation, lack of respect, bad management, poor communication, lack of understanding and quality of life issues. The second emerging factor "working conditions and advancement" comprised six variables: lack of empowerment, boredom, and lack of career advancement, isolation and lack of training. The third factor "benefits and security" included lack of benefits and lack of job security. The other factor "policies" had the following variables: racism, sexual harassment and politics. The last factor explored in this study was "job attributes". The factor clustered four variables: finding a better paying job, stressful job and distasteful job.

Personal reasons and lack of recognition items were not included in the factors because they did not satisfy the minimum requirement of having a loading value of .30, as recommended by Hair, Anderson, Tatham and Black (1998).

In terms of internal consistency among the clustered constructs Cronbach's Alpha coefficient was ranging between .5941 and .9377. Job characteristics, the factor that was explaining 43 percent of the variance, had the highest coefficient of .9377. According to Ary et al. (1996) if measurement results are to be used for making a decision about a group and experimental research purposes reliability coefficient ranging between .50 and .60 might be acceptable. Consequently, the researcher stated that the clustered constructs formed factors with an overall acceptable reliability.

Discussion

Forty three percent of the managers in Oklahoma lodging properties held bachelors' degree and most of the respondents who held that level of degree were male. Although lodging is regarded as an industry with relatively high turnover, this did not seem to be the case for managerial positions. The sample in this study reported that more than 80 percent of the property/housekeeping managers in the State of Oklahoma were employed with their current employers for 3 years or more.

Overall, it is viable to conclude that the managers perceive the turnover dilemma as a monetary, rather than an operational problem. The sample represented in the study reported an average rate of turnover lower than that of the national average of 100 percent as estimated by AHLA. While analyzing the turnover rate according to property characteristics, it was possible to state that findings of Woods et al. (1998) were repeated for the mid priced segment. Except for motel property types, in no other classification, Oklahoma properties exceeded the turnover rate of 100 percent. The numbers reported about turnover rate in housekeeping department by Wolff (1997) were rarely encountered in this study.

In terms of voluntary reasons, although some studies pretended that pay and benefits are not major reasons for voluntary turnover, the current study found that two of the top three reasons for leaving the organization were money related: finding a better paying job and the lack of benefits. Most of the respondents did not agree with most of the statements concerned with employee turnover ($M<3$). In the rankings of involuntary

turnover reasons, half of the reasons (N=5) had a mean lower than 3, meaning that respondents somewhat agree, disagree or strongly disagree with the statements.

In terms of difference in perceptions, managers in different industry segments conceived the voluntary reasons for turnover in a different way. The reasons for voluntary turnover which might need closer attention were: finding a better paying job, lack of recognition, lack of teamwork, bad management, job inequities, and lack of job security.

The luxury/upscale segment showed a significant difference from the mid priced segment in terms of finding a better paying job and lack of job security. The budget/economy segment was more concerned than the mid priced segment regarding lack of teamwork, bad management and job inequities. In terms of gender, there was no association between the respondent's gender and the turnover variables. Also, the findings pointed out that the managers of both genders perceived voluntary turnover reasons similarly.

The effort of clustering 25 turnover variables into five different factors yielded five groups represented by at least two variables. The newly formed factors showed acceptable internal consistency. The result showed that the overlapping between discovered factors was minimal and factors had distinctive qualities. The high percentage of explanation of variance by these five factors implied that almost three fourths of the variance was represented by these factors.

CHAPTER V

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

The purpose of the study was to assess and determine the major reasons for employee turnover in the housekeeping department in lodging properties in the State of Oklahoma. The objectives of this study were: 1) to research and analyze the perceptions of housekeeping managers concerning the employee turnover issues and reasons for employee turnover in lodging properties in the State of Oklahoma; 2) to determine the estimated turnover rate for line-level guestroom attendants in lodging properties in the State of Oklahoma; 3) to compare the reasons for turnover according to property characteristics: e.g. property type, industry segment, ownership, location. This chapter was developed to provide the insights for the current study.

There were four research questions in the study:

1. Is turnover a monetary or organizational problem for the lodging properties?

2. What are the major reasons contributing to the high turnover particularly in housekeeping departments (voluntary and involuntary)?

3. Is the employee turnover in housekeeping departments in Oklahoma lodging properties greater than that of national average in lodging industry?

4. Do reasons for employee turnover vary according to property characteristics (e.g. segment and location)?

The subjects of the study were all housekeeping managers employed in lodging properties listed in the OHLA 1999 database of lodging properties (N=301).

A canvassing of all the population was utilized in the study. The research instrument was developed through the literature review, interviews with industry professionals and practitioners, and an evaluation of the other questionnaires used in studies dealing with the lodging industry and employee turnover. The literature review was comprised of the following sections: introduction, rate of turnover, cost of turnover, reasons for turnover, empowerment, resolutions and industry practices. A total of 46 questionnaires were returned, which generated a response rate of 16.84 percent.

The questionnaire used in this study had three sections. The first section was proposed to explore manager's perceptions about the turnover issues and to measure the turnover rate for each particular property. There were five questions intended to identify the managers' perception about turnover. A six point Likert scale was used in this part (1= Strongly Disagree, 2 = Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5= Agree, 6= Strongly Agree). In this section, there was a fill in the blanks part included, which was designed to measure turnover rate among full time employees in the housekeeping department. The first part of the second section listed 25 different statements about voluntary employee turnover and the second part listed 10 different reasons for involuntary turnover. This section also used a six point Likert scale as a measurement tool.

The third section of the questionnaire dealt with demographics. This section was divided in two parts. The first part was designed to report the personal information about the property housekeeping managers such as, background, gender, level of education,

level of income, marital status, the length of employment with the current company, and the total experience in the lodging industry. This section had multiple-choice questions, where respondents could pick the answer that best suites their level of agreement. The second part of this section was designed to obtain information about the property profile such as, the number of guestrooms the property had, the industry segment property belonged to, the property location, property type, the length of time the property has been in business, type of property ownership, daily number of rooms the room attendant was expected to clean, number of employees employed in the department, total number of employees employed in the property and membership type of the property. That part included both fill in the blank and multiple-choice questions.

Summary of the Findings

Based on the results obtained in this study the following findings were identified:

1. Employee turnover is a monetary problem.
2. Turnover causes an operational problem for the organization.
3. Average turnover rate for guestroom attendants for lodging properties in Oklahoma is 66 percent.
4. In terms of industry segment Budget/Economy segment has the highest rate of turnover (78.88%).
5. Managers agree that "finding a better paying job" and "personal reasons" are the top two reasons guestroom attendants leave the organization.
6. Managers report "absenteeism" and " poor performance" as the top two reasons for terminating employment of guestroom attendants.

7. The average number of rooms a guestroom attendant is expected to clean is 14
8. The average property in the sample has been in business since 18 years, has 120 rooms and has 34 employees of which eight are guestroom attendants.
9. In terms of property characteristics 63 percent of the properties belong to the "mid priced" segment, and 52 percent of the properties are classified as "standard hotel" property type.
10. Thirty two percent of the properties are franchise properties, and 34 percent of the properties are located on highways.
11. Ninety three percent of the housekeeping/property managers are older than 30, and 43 percent of the managers hold bachelors degree or higher.
12. The "budget/economy" segment's level of agreement is significantly higher than that of the "mid priced" segment regarding "lack of teamwork", "bad management" and "job inequities".
13. The "luxury/upscale" segment's agreement was at a statistically higher level than that of the "mid priced" related to "finding a better job" and "lack of job security".
14. Voluntary turnover reasons were grouped into five factors: "job characteristics", "working conditions and advancement", "policies", "benefits and security", and "job attributes".

Recommendations for Future Research

The results showed that further study is desirable to explore the perceptions about reasons of turnover from the line level guestroom attendants standpoint. Conducting research from this perspective will make it possible to compare the manager's perceptions with employee's perceptions and further analyze and detect any existence of a gap between the two groups.

In terms of determining employee turnover rate it is recommended to distinguish between involuntary and voluntary turnover rate. The basis for this suggestion is that the industry is mostly fighting with voluntary turnover (employees are leaving the organization by their own accord). Another dichotomy of employee turnover internal vs. external requires close attention, as well. By identifying the external and internal turnover rates the organizations will be able to further divide the turnover into various categories and budget the necessary investments for these categories separately.

Another aspect of employee turnover- its cost- may be a solid basis for future research. Based on previously calculated turnover rates, the properties may better comprehend the financial burden that employee turnover creates. By this means property managers may discuss the reevaluation of their budget allocated for employee retention.

The replication of the study on a national basis is desirable including a larger sample and representation of all property types from all industry segments. On the other hand, it is recommended that the Oklahoma Hotel and Lodging Association conduct a study concerned with employee turnover comprising all departments in lodging properties. As well as, compare the turnover rates and turnover costs among different departments.

Conclusions

Based on the results of the current study, it is possible to conclude that as in the Woods et al's study (1998), the response rate remains the major concern while dealing with employee turnover in the lodging properties. It is vital to help professionals comprehend the importance of empirical research and its long run benefits to the hospitality industry as a whole.

The managers are aware of the fact that turnover is a burden for the lodging industry, but judging by personal interviews conducted with some of them, they agree that the majority of managers are still not convinced in the scientific solution of this continuous phenomenon.

There is a common belief that the answer to this problem is monetary incentives. Some of the managers, particularly in the budget and economy segments, state that it is very difficult to retain the employees, since the organization does not possess the financial capabilities that the upper segment properties do. In the future, in order to be successful in fighting with employee turnover, the organizations should focus on the tools they already possess (e.g. healthcare benefits, tuition assistance) and should discern between the types of the employee turnover. Thinking of it as the nature of the lodging industry may seriously hurt the organization and may even cause the company go out of business.

The reasons for guestroom attendants leaving their current jobs showed a difference between industry segments. This fact was supported by the difference in rates of turnover between the industry segments. Consequently, it is possible to state that lower segment properties need to pay special attention to reasons that showed difference and

concentrate on these reasons to improve employee retention. By the same token, upper segment properties should investigate the reasons which showed a difference in the study and analyze them further to determine the existence of these reasons in the organization, before attempting to implement any retention and employee satisfaction programs.

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APPENDIXES

APPENDIX A

INSTITUTIONAL REVIEW BOARD (IRB) APPROVAL

Oklahoma State University
Institutional Review Board

Protocol Expires: 4/1/02

Date : Monday, April 02, 2001 IRB Application No HE0152

Proposal Title: REASONS FOR TURNOVER IN HOUSEKEEPING DEPARTMENT IN OKLAHOMA LODGING PROPERTIES

Principal Investigator(s) :

Jerrold Leong
210 HESW
Stillwater, OK 74078

Melih Madanoglu
210 HESW
Stillwater, OK

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s) : Approved

Signature :

Carol Olson, Director of University Research Compliance

Monday, April 02, 2001
Date

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modifications to the research project approved by the IRB must be submitted for approval with the advisor's signature. The IRB office MUST be notified in writing when a project is complete. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board.

APPENDIX B

INTRODUCTION LETTER TO THE PROPERTY MANAGERS

OKLAHOMA STATE UNIVERSITY

OSU

College of Human Environmental Sciences
School of Hotel and Restaurant Administration
210 HES West
Stillwater, Oklahoma 74078-6173
405-744-6713; Fax: 405-744-6299

April 10, 2001

Keystone State Park
Att: General Manager
P. O. Box 147
Mannford, OK 74044-0147

Dear General Manager:

It is common knowledge that high turnover is becoming a serious burden for hotel organizations. Employee turnover can lead to high operational costs and low productivity. I would like to introduce you to the survey, which was particularly designed to explore the reasons of this chronic problem. Your input will be of a crucial importance in investigating the reasons for this continuing problem.

If you are in charge of housekeeping department, please complete the survey yourself. Otherwise, would you be kind enough to hand this questionnaire to your housekeeping manager.

Your answers are completely confidential and will be released only as summaries in which no individual's answers will be identified. This survey is voluntary. However, you can help us gain new insights into employee turnover in the State of Oklahoma.

Thank you in advance for helping us with this important study.

If you have comments or questions about this study, we would be happy to talk with you. Please feel free to contact me at (405) 744-3199 or e-mail me at madanog@okstate.edu.

Sincerely,

Melih Madanoglu
Graduate Student

APPENDIX C

THE QUESTIONNAIRE

Employee Turnover Survey

Dear Housekeeping Manager:

It is common knowledge that high turnover is becoming a serious burden for hotel organizations. Employee turnover can lead to high operational costs and low productivity.

I would like to introduce you to the survey, which was particularly designed to explore the reasons of this chronic problem. Your input will be of a crucial importance in investigating the reasons for this continuing problem.

Would you be kind enough to take **15** minutes to complete the enclosed survey and return it in enclosed business reply envelope by **April 30, 2001**. If you would like a summary of results please write **only** your return address, no names please.

Your answers are completely confidential and will be released only as summaries in which no **individual's** answers will be identified. This survey is voluntary. However you can help us gain new insights into employee turnover in the State of Oklahoma.

Thank you in advance for helping us with this important study.

If you have comments or questions about this study, we would be happy to talk with you. Please feel free to contact me at (405) 744-3199 or e-mail me at madanog@okstate.edu.

Sincerely,

Melih Madanoglu

Graduate Student

P.S. We have enclosed this bookmark as our thanks to you for the time you spent on filling out this survey.

Please circle the number which best suits your agreement with the following statements:

(0=No Opinion, 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, 6=Strongly Agree)

1A.Turnover ...

	SD		→				SA
1. Is an organizational problem	0	1	2	3	4	5	6
2. Is a monetary problem	0	1	2	3	4	5	6
3. Decreases productivity in the property	0	1	2	3	4	5	6
4. Creates financial problems for the organization	0	1	2	3	4	5	6
5. Creates operational problems for the organization	0	1	2	3	4	5	6

1B.Turnover Rate (Full -time employees ONLY) (Fill in the blanks with numbers).

a. We had _____ full time employees at that date 12 months ago.

b. We have _____ full time employees at the present.

c. _____ full time employees left the organization in last 12 months.

2. Reasons for Turnover among Guestroom Attendants

A. The reasons for voluntary turnover (Initiated by the employee) are:

Please circle the number which best suits your agreement with the following statements:
(0= No Opinion, 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, 6=Strongly Agree)

	SD		→				SA
1. Finding a better paying job	0	1	2	3	4	5	6
2. Lack of empowerment	0	1	2	3	4	5	6
3. Boredom	0	1	2	3	4	5	6
4. Ongoing conflicts	0	1	2	3	4	5	6
5. Lack of benefits	0	1	2	3	4	5	6
6. Lack of training	0	1	2	3	4	5	6
7. Lack of career advancement	0	1	2	3	4	5	6

(0=No Opinion, 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, 6=Strongly Agree)

	SD		→				SA
8. Lack of recognition	0	1	2	3	4	5	6
9. Lack of teamwork	0	1	2	3	4	5	6
10. Bad management	0	1	2	3	4	5	6
11. Isolation	0	1	2	3	4	5	6
12. Stressful job	0	1	2	3	4	5	6
13. Poor communication	0	1	2	3	4	5	6
14. Lack of understanding	0	1	2	3	4	5	6
15. Quality-of-life issues	0	1	2	3	4	5	6
16. Politics	0	1	2	3	4	5	6
17. Ineffective orientation	0	1	2	3	4	5	6
18. Ineffective supervision	0	1	2	3	4	5	6
19. Job inequities	0	1	2	3	4	5	6
20. Lack of respect	0	1	2	3	4	5	6
21. Sexual harrasment	0	1	2	3	4	5	6
22. Racism	0	1	2	3	4	5	6
23. Personal reasons	0	1	2	3	4	5	6
24. Lack of job security	0	1	2	3	4	5	6
25. Distasteful job	0	1	2	3	4	5	6

B. The reasons for involuntary turnover (Initiated by the organization) are:

	SD		→				SA
1. Violations of company rules	0	1	2	3	4	5	6
2. Refusal to follow instructions	0	1	2	3	4	5	6
3. Lower paid replacement	0	1	2	3	4	5	6
4. Poor performance	0	1	2	3	4	5	6
5. Lacking knowledge and skills	0	1	2	3	4	5	6
6.Unsatisfactory probation period	0	1	2	3	4	5	6
7. Absenteeism	0	1	2	3	4	5	6
8. Layoff	0	1	2	3	4	5	6
9. End of temporary employment	0	1	2	3	4	5	6
10. Lack of motivation	0	1	2	3	4	5	6

Please continue on next page →

APPPENDIX D

PROPERTY SIZE

Property size

Number of rooms	F	%	Cumulative %
15	1	2.2	2.2
16	1	2.2	4.3
38	1	2.2	6.5
50	2	4.3	10.9
57	1	2.2	13.0
59	1	2.2	15.2
60	1	2.2	17.4
67	1	2.2	19.6
72	1	2.2	21.7
74	1	2.2	23.9
78	1	2.2	26.1
80	1	2.2	28.3
82	2	4.3	32.6
83	1	2.2	34.8
86	1	2.2	37.0
87	1	2.2	39.1
90	1	2.2	41.3
99	2	4.3	45.7
100	1	2.2	47.8
101	1	2.2	50.0
104	2	4.3	54.3
117	1	2.2	56.5
119	1	2.2	58.7
122	2	4.3	63.0
124	1	2.2	65.2
128	1	2.2	67.4
132	1	2.2	69.6
135	1	2.2	71.7
138	2	4.3	76.1
149	3	6.5	82.6
150	1	2.2	84.8
151	1	2.2	87.0
168	1	2.2	89.1
236	1	2.2	91.3
246	1	2.2	93.5
322	1	2.2	95.7
330	1	2.2	97.8
370	1	2.2	100.0
Total	46	100.0	

APPENDIX E

PROPERTY INFORMATION

Property Statistics

	Number of rooms	Location	Length the property is in business	Rooms cleaned by RA	FT RA	PT RA	FT Employees	PT Employees
Valid	46	46	45	45	45	43	46	43
Missing	0	0	1	1	1	3	0	3
Mean	120.17	3.24	18.09	14.29	8.18	3.91	34.33	18.12
Mode	149	4	20	15	12	2	7	2
Range	355	4	64	14	22	28	280	350
Minimum	15	1	1	6	0	0	0	0
Maximum	370	5	65	20	22	28	280	350

Notes :Multiple modes exist. The smallest value is shown
FT= Full-Time
PT= Part-Time RA= Room Attendant

Length of time the property is in business

Years	F	%	Cumulative %
65	1	2.2	2.2
50	2	4.4	6.7
47	1	2.2	8.9
41	1	2.2	11.1
40	1	2.2	13.3
30	3	6.7	20.0
29	1	2.2	22.2
28	1	2.2	24.4
25	1	2.2	26.7
20	5	11.1	37.8
19	2	4.4	42.2
17	2	4.4	46.7
15	3	6.7	53.3
14	1	2.2	55.6
13	2	4.4	60.0
10	1	2.2	62.2
8	2	4.4	66.7
7	2	4.4	71.1
6	1	2.2	73.3
5	4	8.9	82.2
4	4	8.9	91.1
3	3	6.7	97.8
1	1	2.2	100.0
Total	45	100.0	

Number of full-time room attendants

Number	F	%	Cumulative %
0	3	6.7	6.7
1	3	6.7	13.3
2	3	6.7	20.0
3	2	4.4	24.4
4	4	8.9	33.3
5	2	4.4	37.8
6	3	6.7	44.4
7	2	4.4	48.9
8	3	6.7	55.6
9	1	2.2	57.8
10	3	6.7	64.4
11	1	2.2	66.7
12	7	15.6	82.2
13	1	2.2	84.4
14	2	4.4	88.9
16	1	2.2	91.1
17	1	2.2	93.3
20	1	2.2	95.6
21	1	2.2	97.8
22	1	2.2	100.0
Total	45	100.0	

Number of part-time room attendants

Number	F	%	Cumulative %
0	11	25.6	25.6
1	2	4.7	30.2
2	12	27.9	58.1
3	1	2.3	60.5
4	4	9.3	69.8
5	2	4.7	74.4
6	3	7.0	81.4
7	1	2.3	83.7
8	4	9.3	93.0
10	1	2.3	95.3
18	1	2.3	97.7
28	1	2.3	100.0
Total	43	100.0	

Number of full-time employees

Number	F	%	Cumulative %
0	1	2.2	2.2
1	1	2.2	4.3
3	1	2.2	6.5
4	1	2.2	8.7
5	1	2.2	10.9
6	1	2.2	13.0
7	4	8.7	21.7
8	1	2.2	23.9
10	2	4.3	28.3
12	1	2.2	30.4
13	1	2.2	32.6
14	1	2.2	34.8
15	2	4.3	39.1
16	1	2.2	41.3
17	1	2.2	43.5
18	1	2.2	45.7
20	4	8.7	54.3
22	1	2.2	56.5
24	1	2.2	58.7
25	2	4.3	63.0
27	1	2.2	65.2
30	3	6.5	71.7
32	1	2.2	73.9
35	1	2.2	76.1
36	2	4.3	80.4
40	2	4.3	84.8
42	1	2.2	87.0
70	1	2.2	89.1
80	1	2.2	91.3
100	1	2.2	93.5
150	2	4.3	97.8
280	1	2.2	100.0
Total	46	100.0	

Number of part-time employees

Number	F	%	Cumulative %
0	4	9.3	9.3
1	2	4.7	14.0
2	5	11.6	25.6
3	2	4.7	30.2
4	3	7.0	37.2
5	4	9.3	46.5
6	4	9.3	55.8
7	1	2.3	58.1
10	4	9.3	67.4
11	1	2.3	69.8
12	1	2.3	72.1
15	1	2.3	74.4
17	2	4.7	79.1
18	1	2.3	81.4
20	3	7.0	88.4
25	1	2.3	90.7
40	1	2.3	93.0
43	1	2.3	95.3
50	1	2.3	97.7
350	1	2.3	100.0
Total	43	100.0	

Number of rooms cleaned by guestroom attendants

Number of rooms	F	%	Cumulative %
6	1	2.2	2.2
10	1	2.2	4.4
11	2	4.4	8.9
12	9	20.0	28.9
13	5	11.1	40.0
14	4	8.9	48.9
15	10	22.2	71.1
16	5	11.1	82.2
17	2	4.4	86.7
18	4	8.9	95.6
20	2	4.4	100.0
Total	45	100.0	

APPENDIX F

ROOM ATTENDANTS' TURNOVER RATE STATISTICS

Turnover rate statistics

N	Valid	38
	Missing	8
Mean		.6668
Mode		.22
Range		2.20
Minimum		.05
Maximum		2.25

Notes : Multiple modes exist. The smallest value is shown

Turnover rate among guestroom attendants by property

Rate of turnover	F	%	Cumulative%
.05	1	2.6	2.6
.11	1	2.6	5.3
.11	1	2.6	7.9
.13	1	2.6	10.5
.19	1	2.6	15.8
.22	3	7.9	23.7
.24	1	2.6	26.3
.29	1	2.6	28.9
.36	1	2.6	31.6
.39	1	2.6	34.2
.40	1	2.6	36.8
.43	1	2.6	39.5
.43	1	2.6	42.1
.44	1	2.6	44.7
.46	1	2.6	47.4
.50	1	2.6	50.0
.51	1	2.6	52.6
.53	3	7.9	60.5
.53	1	2.6	63.2
.56	1	2.6	65.8
.59	1	2.6	68.4
.73	1	2.6	71.1
.88	1	2.6	73.7
.90	1	2.6	76.3
1.00	2	5.3	81.6
1.14	1	2.6	84.2
1.23	1	2.6	86.8
1.67	1	2.6	89.5
1.75	1	2.6	92.1
1.83	1	2.6	94.7
1.86	1	2.6	97.4
2.25	1	2.6	100.0
Total	38	100.0	
Missing	8		
N	46		

APPENDIX G

RELATIONSHIP BETWEEN VOLUNTARY TURNOVER VARIABLES AND GENDER

Variable	Gender	N	Mean	SD	Std. Error Mean
Finding a better paying job	Male	18	4.17	1.29	.31
	Female	26	4.58	1.39	.27
Lack of empowerment	Male	16	2.94	1.06	.27
	Female	21	2.57	1.43	.31
Boredom	Male	17	3.06	1.48	.36
	Female	22	2.36	1.29	.28
Ongoing conflicts	Male	17	2.76	1.30	.32
	Female	21	2.71	1.38	.30
Lack of benefits	Male	16	3.31	1.89	.47
	Female	24	3.67	1.81	.37
Lack of training	Male	16	3.06	1.24	.31
	Female	24	2.79	1.44	.29
Lack of career advancement	Male	18	4.00	.97	.23
	Female	24	3.17	1.46	.30
Lack of recognition	Male	17	2.82	.81	.20
	Female	24	2.79	1.14	.23
Lack of teamwork	Male	17	3.06	1.14	.28
	Female	24	2.79	1.10	.23
Bad management	Male	16	2.81	1.47	.37
	Female	23	2.65	1.34	.28
Isolation	Male	17	2.47	1.28	.31
	Female	23	2.30	1.11	.23
Stressful job	Male	17	3.06	1.52	.37
	Female	26	2.81	1.27	.25
Poor Communication	Male	18	3.11	1.37	.32
	Female	23	3.13	1.42	.30
Lack of understanding	Male	18	2.89	1.23	.29
	Female	25	2.84	1.37	.27
Quality-of-life issues	Male	16	2.69	1.35	.34
	Female	24	3.29	1.37	.28
Politics	Male	17	2.06	1.25	.30
	Female	21	2.10	1.09	.24
Ineffective orientation	Male	17	2.59	1.58	.38
	Female	21	2.48	1.25	.27
Ineffective supervision	Male	18	2.83	1.54	.36
	Female	22	2.64	1.33	.28
Job inequities	Male	17	3.00	1.12	.27
	Female	22	2.68	1.13	.24
Lack of respect	Male	17	2.59	1.12	.27
	Female	24	2.50	1.25	.26
Sexual harassment	Male	14	1.36	.63	.17
	Female	22	1.55	.86	.18
Racism	Male	13	1.46	.88	.24
	Female	22	1.55	.74	.16
Personal reasons	Male	18	3.89	.96	.23
	Female	26	4.04	1.66	.33
Lack of job security	Male	15	2.27	1.33	.34
	Female	23	2.17	1.53	.32
Distasteful job	Male	17	3.47	1.23	.30
	Female	24	2.88	1.70	.35

APPENDIX H

RELATIONSHIP BETWEEN VOLUNTARY TURNOVER VARIABLES AND INDUSTRY SEGMENT

Variable		Sum of Squares	df	Mean Square	F	Sig.
Finding a better paying job	Between Groups	17.688	2	8.844	5.949	.005
	Within Groups	60.948	41	1.487		
	Total	78.636	43			
Lack of empowerment	Between Groups	1.410	2	.705	.414	.664
	Within Groups	57.887	34	1.703		
	Total	59.297	36			
Boredom	Between Groups	2.141	2	1.070	.531	.592
	Within Groups	72.526	36	2.015		
	Total	74.667	38			
Ongoing conflicts	Between Groups	5.628		2.814	1.649	.207
	Within Groups	59.740	35	1.707		
	Total	65.368	37			
Lack of benefits	Between Groups	.951	2	.476	.136	.873
	Within Groups	129.024	37	3.487		
	Total	129.975	39			
Lack of training	Between Groups	2.386	2	1.193	.638	.534
	Within Groups	69.214	37	1.871		
	Total	71.600	39			
Lack of career advancement	Between Groups	1.905	2	.952	.526	.595
	Within Groups	70.571	39	1.810		
	Total	72.476	41			
Lack of recognition	Between Groups	6.555	2	3.278	3.676	.035
	Within Groups	33.884	38	.892		
	Total	40.439	40			
Lack of teamwork	Between Groups	7.956	2	3.978	3.629	.036
	Within Groups	41.654	38	1.096		
	Total	49.610	40			
Bad management	Between Groups	11.079	2	5.539	3.279	.049
	Within Groups	60.819	36	1.689		
	Total	71.897	38			
Isolation	Between Groups	5.007	2	2.503	1.915	.162
	Within Groups	48.368	37	1.307		
	Total	53.375	39			
Stressful job	Between Groups	4.501	2	2.251	1.231	.303
	Within Groups	73.126	40	1.828		
	Total	77.628	42			
Poor Communication	Between Groups	9.390	2	4.695	2.663	.083
	Within Groups	67.000	38	1.763		
	Total	76.390	40			
Lack of understanding	Between Groups	8.895	2	4.447	2.857	.069
	Within Groups	62.268	40	1.557		
	Total	71.163	42			

Variable		Sum of Squares	df	Mean Square	F	Sig.
Quality-of-life issues	Between Groups	7.043	2	3.521	1.949	.157
	Within Groups	66.857	37	1.807		
	Total	73.900	39			
Politics	Between Groups	3.573	2	1.787	1.384	.264
	Within Groups	45.190	35	1.291		
	Total	48.763	37			
Ineffective orientation	Between Groups	9.569	2	4.784	2.705	.081
	Within Groups	61.905	35	1.769		
	Total	71.474	37			
Ineffective supervision	Between Groups	9.343	2	4.672	2.518	.094
	Within Groups	68.632	37	1.855		
	Total	77.975	39			
Job inequities	Between Groups	7.298	2	3.649	3.248	.050
	Within Groups	40.446	36	1.123		
	Total	47.744	38			
Lack of respect	Between Groups	7.067	2	3.534	2.733	.078
	Within Groups	49.128	38	1.293		
	Total	56.195	40			
Sexual harassment	Between Groups	2.547	2	1.274	2.281	.118
	Within Groups	18.425	33	.558		
	Total	20.972	35			
Racism	Between Groups	1.110	2	.555	.904	.415
	Within Groups	19.633	32	.614		
	Total	20.743	34			
Personal reasons	Between Groups	5.526	2	2.763	1.426	.252
	Within Groups	79.451	41	1.938		
	Total	84.977	43			
Lack of job security	Between Groups	16.441	2	8.220	4.805	.014
	Within Groups	59.875	35	1.711		
	Total	76.316	37			
Distasteful job	Between Groups	8.602	2	4.301	1.905	.163
	Within Groups	85.788	38	2.258		
	Total	94.390	40			

APPENDIX I

RELATIONSHIP BETWEEN PROPERTY LOCATION AND VOLUNTARY TURNOVER RATES

Variable		Sum of Squares	df	Mean Square	F	Sig.
Finding a better paying job	Between Groups	6.377	4	1.594	.861	.496
	Within Groups	72.259	39	1.853		
	Total	78.636	43			
Lack of empowerment	Between Groups	4.714	4	1.178	.691	.604
	Within Groups	54.583	32	1.706		
	Total	59.297	36			
Boredom	Between Groups	13.673	4	3.418	1.905	.132
	Within Groups	60.994	34	1.794		
	Total	74.667	38			
Ongoing conflicts	Between Groups	13.860	4	3.465	2.220	.088
	Within Groups	51.508	33	1.561		
	Total	65.368	37			
Lack of benefits	Between Groups	2.610	4	.653	.179	.948
	Within Groups	127.365	35	3.639		
	Total	129.975	39			
Lack of training	Between Groups	6.800	4	1.700	.918	.464
	Within Groups	64.800	35	1.851		
	Total	71.600	39			
Lack of career advancement	Between Groups	5.274	4	1.318	.726	.580
	Within Groups	67.203	37	1.816		
	Total	72.476	41			
Lack of recognition	Between Groups	.656	4	.164	.148	.963
	Within Groups	39.783	36	1.105		
	Total	40.439	40			
Lack of teamwork	Between Groups	3.372	4	.843	.656	.626
	Within Groups	46.238	36	1.284		
	Total	49.610	40			
Variable		Sum of Squares	df	Mean Square	F	Sig.
Bad management	Between Groups	9.713	4	2.428	1.328	.280
	Within Groups	62.184	34	1.829		
	Total	71.897	38			
Isolation	Between Groups	7.225	4	1.806	1.370	.264
	Within Groups	46.150	35	1.319		
	Total	53.375	39			
Stressful job	Between Groups	3.487	4	.872	.447	.774
	Within Groups	74.141	38	1.951		
	Total	77.628	42			
Poor Communication	Between Groups	3.090	4	.773	.379	.822
	Within Groups	73.300	36	2.036		
	Total	76.390	40			
Lack of understanding	Between Groups	11.028	4	2.757	1.742	.161
	Within Groups	60.135	38	1.582		
	Total	71.163	42			

Variable		Sum of Squares	df	Mean Square	F	Sig.
Quality-of-life issues	Between Groups	11.669	4	2.917	1.641	.186
	Within Groups	62.231	35	1.778		
	Total	73.900	39			
Politics	Between Groups	1.611	4	.403	.282	.888
	Within Groups	47.153	33	1.429		
	Total	48.763	37			
Ineffective orientation	Between Groups	9.617	4	2.404	1.283	.297
	Within Groups	61.857	33	1.874		
	Total	71.474	37			
Ineffective supervision	Between Groups	4.344	4	1.086	.516	.724
	Within Groups	73.631	35	2.104		
	Total	77.975	39			
Job inequities	Between Groups	6.398	4	1.600	1.315	.284
	Within Groups	41.345	34	1.216		
	Total	47.744	38			
Variable		Sum of Squares	df	Mean Square	F	Sig.
Lack of respect	Between Groups	5.791	4	1.448	1.034	.403
	Within Groups	50.404	36	1.400		
	Total	56.195	40			
Sexual harassment	Between Groups	1.239	4	.310	.487	.745
	Within Groups	19.733	31	.637		
	Total	20.972	35			
Racism	Between Groups	3.771	4	.943	1.666	.184
	Within Groups	16.972	30	.566		
	Total	20.743	34			
Personal reasons	Between Groups	3.444	4	.861	.412	.799
	Within Groups	81.533	39	2.091		
	Total	84.977	43			
Lack of job security	Between Groups	11.333	4	2.833	1.439	.243
	Within Groups	64.983	33	1.969		
	Total	76.316	37			
Distasteful job	Between Groups	8.411	4	2.103	.880	.485
	Within Groups	85.979	36	2.388		
	Total	94.390	40			

VITA

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Master of Science

Thesis: REASONS FOR EMPLOYEE TURNOVER IN OKLAHOMA LODGING PROPERTIES

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