

IMPACT OF EMPLOYEE TURNOVER AND
CUSTOMER SERVICE ON COLLEGE
TOWN FRANCHISE HOTELS

By

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CHAPTER I

INTRODUCTION

Background and Significance of the Study

The many desires and needs of today's workforce are as dissimilar as the labor pool itself (Grindy, 1998). Differences emerging between employees and their needs have led to several unsettling outcomes. One dominant outcome in the hospitality industry, and the focus topic of this study is employee turnover.

Turnover is a critical problem facing the hospitality industry. Companies no longer have the security of knowing there are twenty willing candidates for any one job position (McDaniel, 1998). Roger Herman explains his point-of-view on the subject to McDaniel (1998, p. 36), "Back in the '80s, companies could be 'lean and mean.' We never had to worry about labor shortages or burning people out, because all we had to do was open the door and they were lined up begging to work for us."

Unlike the 1970s and 1980s where there was a plentiful supply of available workers, today that supply is almost non-existent (Woods, Heck, & Sciarini, 1998). A leading derivative of a tight labor market is the inevitable increase in employee turnover rates (Grindy, 1998). Due to the high demand for employees in this industry, Grindy (1998) says that good employees have the ability to accept the best offers and jump from job to job, as the offers become more profitable. When employees choose to quit a job, no matter the reason, the deteriorating labor pool makes it much more difficult to replace

them (Grindy, 1998). In areas such as transiently populated college towns, employee pools tend to be even more limiting. Maynard (1997) concludes in his research that the additional strain on labor pools has caused employee turnover to be an issue of grave importance for college-towns. Turnover rates skyrocket in June, when college students leave for summer vacation (Maynard, 1997).

Employee turnover is not the only problem threatening the college-town hospitality industry. Customer service levels within businesses are causing large amounts of problems as well. This industry, in particular, relies on providing quality customer service (Grindy, 1998). Meshing the customer service requirements of all customers, into properly executed employee customer service training programs, is imperative to ensure both a longer retention level of customers and more efficient employees. However, it is important to understand that meshing the service requirements is not enough. Areas associated with turnover and customer service in college-town hotels need to be heavily researched in order to tame high turnover rates. The relationship between customer service training issues and work environment opinions are merely two factors compared to turnover issues within this study. The topic specified for this study deals with customer service training and employee turnover in franchise hotels located in college towns. This study will attempt to take the hospitality industry one step further to researching the turnover problem.

Statement of the Problem

Hotels in college-towns struggle with retention of both employees and satisfied customers. The limited labor pool that college-town hospitality industries have been suffering from has led to a constant threat of turnover. Hotel managers are

simultaneously struggling to understand which factors lead to high turnover levels, and are trying to assess their customer service levels. Many hotels have not implemented adequate amounts of or enough emphasis on customer service training. Assessing and delving into the attitudes and perceptions of both hotel managers and employees, on turnover issues and customer service issues, provided a wealth of insight into two areas necessitating much research.

Statement of the Purpose

The purpose of this study was to determine the relationships between customer service training and employee turnover issues in college town franchise hotels.

Objectives of the Study

The objectives of this study were:

1. To research and analyze information from hotel management, and hotel employees (ranging in various job positions) to determine specifically how often customer service training programs are provided for employees.
2. To identify employee opinions of training programs currently in place.
3. To identify the relationship between work environment opinions and hotel employee - hotel supervisor relationships.
4. To identify the relationship between work environment opinions and employee – co-worker relationships.
5. To identify the relationship between hotel employees and their co-workers in relation to turnover issues.
6. To identify employee opinions on turnover issues.

7. To identify employee viewpoints and opinions on customer satisfaction / service levels in relation to turnover issues.
8. To identify the relationship between age of employees and their attitudes on their work environment.
9. To identify the relationship between the age of employees and turnover issues.

Hypotheses

Based on both the purpose and the objectives of this study, three hypotheses were researched. The three research hypotheses were:

- Ho1: A significant relationship exists between the age of employees in characteristics of a) customer service training issues and b) turnover issues.
- Ho2: Employees at college town franchise hotels with good employee-management and employee–employee relationships exhibit positive attitudes toward their jobs.
- Ho3: Gender does not affect the perception of training programs.

Assumptions

Throughout the course of this study, the researcher assumed:

1. Participants answered the questionnaires honestly.
2. Participants were familiar enough with the industry terms to understand the meaning of the questions.
3. Participants were fluent in the English language.

Definitions of Terms and Acronyms

For the purpose of this study, the following terms were operationally defined as:

Chain: At least two operations that function under the same name (Lane and Dupre', 1996).

College Towns: College towns, for the purpose of this study, will be defined as towns which are directly affected by the college located in it; i.e. the college generates the major source of revenue in the town.

Corporate Owned Hotel Chain: All the operations are owned by one parent company (Lane and Dupre', 1996).

Corporate Hotel Manager: Corporate hotel managers are usually stationed and work within the corporate office. Also, they typically are involved in the developing process of policies; further, they normally implement the policies for the entire organization. In addition, corporate hotel managers delve into the areas of marketing research, public relations, as well as strategic development for the organization (Lewis, Beggs, Shaw and Crofoot, 1986).

Customer Satisfaction: Customer satisfaction measures how well a customer's expectations are met by a given transaction (Bowen and Shoemaker, 1998).

Empowerment: Empowerment is a state of being in which employees are provided appropriate boundaries applicable to their experience and maturity, in which they are free to work (Dew, 1997).

Entry Level Position: "That group of tasks, duties or performances selected as the basis for a job filled by one individual; entry level implies minimum performance standards for a beginner in that job" (Morris, 1973, p. 7).

Franchise: “A right, license or privilege granted by one entity to another. The term franchise is derived from “Franc”, and old French word for free” (Kerr, 1993, p. 4).

Franchise Agreement: “A contract between the franchiser and the franchisee granting a franchise and setting forth the mutual obligations of both parties. The franchise agreement, more than any other element of the franchise, defines the relationship between the franchiser and the franchisee and sets the stage for their joint success” (Kerr, 1993, p. 4).

Franchise Hotels: Franchise hotels are hotels that hold a hotel franchise agreement with the owner (or franchise) (Rutes & Penner, 1985, p. 234).

Hospitality Industry: The hospitality industry is a subsection of the travel and tourism industry. (Steadmon and Kasavana, 1988). See travel and tourism industry definition.

Hotel: A hotel for the purpose of this study is defined as an establishment whose primary business is providing lodging facilities for the general public. Further, it furnishes one or more of the following services: food and beverage service, laundering of linens, uniformed service, room attendant service, and use of furniture and fixtures (Steadmon and Kasavana, 1988).

Hotel General Manager: “the person responsible for defining and interpreting the policies established by top management” (Gray & Liguori, 1980, p. 50).

Intensity: the focus of the induction-orientation and training program that is administered to new nonprofessional, non-supervisory personnel. The intensity of these programs vary from less intensive (programs that are one day to one week in duration and

do not include in-depth explanations of job responsibilities and requirements), to a more intensive program (conducted for more than one week in duration) (Maize, 1977).

Job Competency: “Those activities, skills, or performances deemed essential to assume the duties of a specific employment position” (Morris, 1973, p. 7).

Job Satisfaction: Job Satisfaction pertains to the degree to which employees like their jobs - simply how individuals feel about their jobs as a whole as well as the different aspects of their jobs (Spector, 1997). The feelings associated with perceived differences between what is experienced and what is expected as a reasonable return (Maize, 1977).

Mystery Shopping: Mystery shopping is defined by Wilson (1998, p. 148) as, “a form of participant observation, that uses researchers to act as customers or potential customers to monitor the processes and procedures used in the delivery of a service.”

Research: Assiduous investigation or research delving into principles and or facts; the arduous or lasting search after truth (Webster, 1993).

Reservations: An agreement (verbal or in some written fashion) between the hotel and a guest stating that the hotel will hold a particular type of room for a specific time period (Steadmon and Kasavana, 1988).

Rooms Division: The rooms division is comprised of both departments and functions which are essential in providing the services guests expect and require during a hotel stay (Steadmon and Kasavana, 1988).

Stakeholder: Some person or group that can determine the future of an organization (McKeown and Watson, 1997).

Training: as defined by Forrest (1990), is the transfer of work-related skills, information, and knowledge. It is any organized activity designed to change employee's

on-the-job skills, attitudes toward meeting a specific organization need, or knowledge (Cluskey and Messersmith, 1991). Training may be offered either on-site or at another location during work hours or other times; it may be paid for entirely by an employer or the cost may be shared among others (Forrest, 1990).

Training Program: a process to aid both new and old employees in performing the skills necessary for their new positions to the satisfaction of management; includes organized individual and/or group training to meet needs; teaching something new (Maize, 1977).

Travel and Tourism Industry: represents a multitude of businesses with the common goal of providing required, necessary, or desired services and or products to the traveler (Steadmon and Kasavana, 1988).

Turnover: Turnover is defined as the replacement cycle that occurs every time a position is vacated, either voluntarily or involuntarily, and a new employee must be both hired and trained (Woods, 1997). The total amount of employees who left during the course of a year divided by the number of employees who did not leave plus the number of employees who did (the total number of people employed during a year time period) (Maize, 1977).

Limitations

This study was limited to soliciting participation from twelve franchise hotel establishments, within two separate college towns. From the twelve possible franchise hotels, four were selected as the sample population of this study. The size of each hotel, the number of employees at each hotel, and the timeframe in which each hotel was surveyed were other limitations. The results of this study cannot be generalized further

than the population surveyed, because the individuals' perceptions and opinions analyzed merely are confined to the two states studied: Oklahoma and Texas.

Another limitation is the fact that there may be biases in the answers provided from some of the participants. Employees may have been biased in answering the questions for fear of being fired or chastised by their employers because of answers provided in this questionnaire – even with the agreement that the questionnaires would remain confidential. All participants may have been biased additionally, because they did not believe the questionnaire warranted the amount of time it would take to fill it out. If respondents quickly filled out the questionnaire and did not provide details the survey required, the data collected could be inaccurate.

The college towns surveyed were researched primarily because they were conveniently accessible. Having implemented a convenient representation for the population may have caused the data garnered to be another limitation. A final limitation deals with the reliability of the questions that form the questionnaire.

Outline of Work Structure

This research study is organized into four separate components. The first chapter includes: a brief background of the subject matter, an introduction, the statement of the problem, purpose of and objective of the study, the definitions of terms and acronyms, the limitations, the assumptions, and a brief statement outlining the other chapters in this study. The second chapter is a detailed review of literature relevant to this topic. The third chapter is formed of a methodology section, a detailed synopsis of the subjects to be surveyed, instrumentation, and the study design as well as the procedures. The fourth

chapter analyzes the data. The fifth chapter summarizes all of the findings throughout the entirety of this study.

CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Throughout this chapter an overview of relevant literature, pertinent to the multitude of variables associated with this topic will be summarized. By analyzing the literature, an understanding of the history on this topic was attained. The review consists of topics such as, attitudes and impacts, turnover issues, training issues, links between customer service and employee turnover rates, and finally research and development issues.

Attitudes and Impacts of Customer Service

Service failures are unavoidable in any type of service atmosphere (Chung and Hoffman, 1998). The challenge of service oriented businesses is determining what a customer perceives a service failure to be (Chung and Hoffman, 1998). According to Chung and Hoffman (1998), the first step in assessing a customer's outlook on service failures is by understanding their perception of reality in different situations. Chung and Hoffman (1998) believe that by analyzing service failures from the customer's point of view, it would allow managers the opportunity to minimize the occurrence of future service failures. Adjustments in operations and human-resource procedures according to Chung and Hoffman (1998) would aid in the ability of minimizing failures (i.e., selection, training, performance appraisals, and rewards).

Within hotels there is no one specific 'customer satisfaction measurement tool' (Bowen and Shoemaker, 1998). A few methods implemented are total quality management checks (Callan and Moore, 1998), the service orientation index (Petrillose, Shanklin, and Downey, 1998), spying (Taylor, 1996), and mystery shopping. Although the tools that measure customer service may differ, customer service repetitively is defined as measuring how well a customer's expectations are met by a given transaction (Bowen and Shoemaker, 1998).

Customer satisfaction that exceeds expectations is a requirement for loyalty (Bowen and Shoemaker, 1998). To attain those exceeded expectations, Bowen and Shoemaker (1998) determined that if a hotel guest receives a larger amount of service or the hotel exceeds this particular guest's expectations, the guest would be extremely satisfied (Bowen and Shoemaker, 1998). Hotel guests that attain their expected service level throughout the duration of their hotel stay have a greater tendency of being satisfied, than guests who do not attain that level (Bowen and Shoemaker, 1998).

However, it is important to realize that a satisfied customer does not always become a loyal customer (Bowen and Shoemaker, 1998). Ensuring that a company satisfies customers is a very important goal (Bowen and Shoemaker, 1998). While managers work hard to control all service failures, Chung and Hoffman (1998) believe that a sensible course of action would be to focus specifically on the service errors that are most likely to drive away customers.

Keeping your customers satisfied is important, but much more needs to be accomplished. Bowen and Shoemaker's (1998) research has proven that producing loyal customers is far more valuable than reproducing or producing satisfied customers. A

customer, who fails to return or says nothing favorably about the hotel to others, even though he may be satisfied, has no net present value for the hotel (Bowen and Shoemaker, 1998). Chung and Hoffman (1998, p. 67) emphasize that “the importance of repeat customers for profitability in all businesses has long been established.” Bowen and Shoemaker (1998) determined that a loyal customer who both revisits a luxury hotel as well as spreads beneficial word of mouth about it could produce a net present value exceeding \$100,000. Conversely, a service failure consequently represents a well-known way to damage potential business - negative word-of-mouth. Unsatisfied customers typically tell several people about the negative service provided (Chung and Hoffman, 1998).

Hotel chains have recognized the fact that a customer does not want to enter a ‘relationship’ if no value will be gained from it (Bowen and Shoemaker, 1998). Sheraton is a prime example of a hotel chain that has worked with this way of thinking. Bowen and Shoemaker (1998) provide one example of how Sheraton implemented this construct into their company. Sheraton Hotels reworked their housekeeping systems allowing Sheraton Club International members the option to check out as late as 4:00 p.m. (Bowen and Shoemaker, 1998).

Feldman (1995) states that an important concept, which helps individuals to understand their social world, is an attitude. He continues to detail attitudes as concepts that assist in defining how people both perceive and think about others; further, how people act toward other individuals and situations – for example, service failures or critical incidents. Chung and Hoffman (1998, p. 67) define a critical incident as “an event that can be described in detail and that deviates significantly, either positively or

negatively, from what the customer expects or considers normal in the service encounter.” Having trained employees to handle these critical incidents will greatly determine the outcome of the service failure.

Poor customer service in the lodging industry has a tendency of producing lower sales, poor reputations, and dissatisfied clients (Woods, 1997). Chung and Hoffman (1998) concluded that only a mere 7 percent (by one estimate) of unhappy customers will complain or report to an employee that they are leaving dissatisfied, or explain the reason for switching to a competitor. Due to the estimate reported by Chung and Hoffman (1998), companies are unable to determine and track the amount of customers that have left dissatisfied and for what reasons.

Bowen and Shoemaker (1998) found that customer loyalty is particularly essential to the hotel industry. They determined most hotel-industry segments are mature and competition is strong; thus, customer loyalty is a matter of survival for hotels. Customers support hotels when they feel loyalty. Bowen and Shoemaker (1998) indicate that when a guest feels loyal to a hotel, the guest will spread positive word of mouth about that hotel property to an average of 10 people. Loyal customers will also spend more money at hotel properties they feel loyal toward (Bowen and Shoemaker, 1998).

Employee Job Satisfaction and Dissatisfaction

Job satisfaction is an important factor to consider with regard to the turnover process. Carsten and Spector (1987) specify that throughout good economic periods, dissatisfaction in a job causes an employee to seek another position; however, satisfaction leads them to remain at their job. Poor economic periods tend to cause both dissatisfied and satisfied employees to quit in equal numbers (Carsten and Spector, 1987). Job

satisfaction is generally considered the factor that leads an employees' thoughts to quitting and final decisions about staying at a job or quitting (LaLopa, 1997).

Interestingly enough, it is the economic factors, which moderate the forbearing effect of job dissatisfaction (Carsten and Spector, 1998). Grindy (1998, p. 27) states that "when the economy is booming and unemployment rates are low, employees know that they can probably get other jobs easily, which can lead to both absenteeism and employee turnover." Economic and demographic trends have combined to cause unparalleled labor shortages (McDaniel, 1998). In the last 14 months, "the national unemployment rate has remained below 5 percent, a trend rarely seen in peacetime economies" (Grindy, 1998, p. 22). Carsten and Spector (1987) found that both national and local unemployment economic opportunity factors were determined to have the most significant impact on turnover.

Without resolving problems experienced by dissatisfied employees, many complications can follow (Woods, 1997). Maynard (1997, p. 35) said, "when employees dislike their jobs or are indifferent toward them, their attitudes can lead to high turnover rates, theft, poor customer service, and low productivity." Woods (1997) agreed: a possible complication with dissatisfied employees is their tendency to exhibit poor service levels. The revolving door syndrome is another example of a complication that could arise (Woods, 1997). The revolving door syndrome starts when employees begin to leave their unsatisfying jobs for other employment opportunities. Taking preemptive measures to reduce the amount of dissatisfied employees is essential (Woods, 1997).

There is a high correlation between work satisfaction for employees and prosperous companies that do not suffer from recruiting problems (Blohowiak, 1998).

McDaniel (1998, p. 37) states that "you don't need to be a major player to make your workplace meaningful and attract top employees." According to Blohowiak (1998), the correlation between the two variables (work satisfaction of employees and prosperous companies) is a happy cycle. Satisfied, happy workers make employers more profitable (Blohowiak, 1998).

Employee Turnover Rates

In the hotel industry according to LaLopa (1997) and Johnson (1986), turnover has become synonymous with being a fact of life by many employers. Even businesses whose turnover rates have not increased still express that turnover has become a more consequential obstacle because of the strained labor market (Grindy, 1998). Eisen (1993) reports that turnover in the hotel and resort industry exceeds 80% annually. Not only are the turnover percentages high, but so are the turnover costs associated with the employment changes (Woods, 1997; Eisen, 1993).

According to LaLopa (1997), the cost of turnover can be significant. Estimates on the actual monetary costs of turnover range in various levels (Woods, 1997, Eisen, 1993, Cascio, 1991). Cascio (1991) states that it may cost a company as much as \$500 to replace an hourly employee and up to \$5,000 to replace a manager. Turnover costs for lodging managers can average \$50,000 or more (Woods and Macaulay, 1998). Many companies associate the cost of losing one trained manager with approximately one year's annual salary because that is how long it takes for a new manager to become fully productive (Woods and Macaulay, 1998). Woods and Macaulay (1998) state that turnover costs, on average, are between \$3,000 and \$10,000 per hourly employee. Research has proven that these estimates are so high because it takes approximately three

months for a new employee to reach the level of productivity of a trained employee (Woods, Macaulay, 81).

Woods (1997) states that there are three cost categories associated with turnover (each section has both tangible [the payment is given from the operator directly from the bottom line] and intangible costs [soft costs which do not directly lessen the bottom line]). The three categories, as outlined by Woods (1997), are separation costs, replacement costs, and training costs.

- Separation costs are those costs directly related to the loss of a current employee. Examples of separation costs range from separation payment, unemployment taxes, termination of benefits, conducting exit interviews, the maintenance of applicable files, and removal from payroll (Woods, 1997).
- Replacement costs consist of costs associated with recruiting new employees (inclusive of advertising, managerial, and staff time), medical examinations, and pre-employment screenings (Woods, 1997).
- Training costs are inclusive of orientations (and all costs associated with producing orientations), the cost of having reduced productivity until an employee can perform at the desired level, the cost of printing information and literature for new employees, and training costs (trainers, materials, training facility charges, etc.) (Woods, 1997).

Since cost estimates associated with turnover are as high as they are, it is necessary to understand what causes turnover. Muchinsky and Morrow (1980) hypothesized three sets of turnover causes: individual factors, work-related factors, and economic opportunity factors. The relationship between voluntary employee turnover

and job satisfaction has been heavily researched (Carsten and Spector, 1998; Muchinsky and Tuttle, 1979; Porter and Steers, 1973; Price, 1977).

Woods (1997) states that two of the compounding factors the hospitality industry faces in regard to turnover are baby boomer issues and temporary employee issues. Baby boomers were former hourly employees at hotels. Now, they are customers at these hotels. Woods (1997) states that the 'temporary employee issue' is a view that an employee is just 'passing through' one position on the way to a 'real job.' Prior to now, these issues were never addressed and now are effecting the turnover rates within the lodging industry (Woods, 1997).

Management is another factor that creates turnover issues in the hospitality industry. Woods (1997) states that poor management, which weakens morale, is among one of the three largest causes of turnover in the hospitality industry. The other two causes are low compensation and faulty or inadequate hiring practices (Woods, 1997). Research has indicated that more employees leave their jobs because they are unsatisfied with the quality of supervision than for any other reason (Woods and Macaulay, 1998). Poor quality of supervision has been stated by both employees and managers as being the leading cause of turnover in the hospitality industry (Woods and Macaulay, 1998). This finding not only hurts some companies more than others, but Woods and Macaulay (1998, p. 83) determined that it also "impacts the stock prices industry wide."

Solutions to Solving the Turnover Problem

Blohowiak (1998) points out that employees who are satisfied at their jobs, stay with their current employers. However, if you conclude that an employee of yours is not satisfied, implementing retention programs or further research in the area are two

beneficial steps to aid in combating a potential turnover problem (Blohowiak, 1998; Woods, 1997; Woods and Macaulay, 1998).

McDaniel (1998, p. 38) states that “we’ve always had competitive benefits and competitive pay, but we have to go one step further now.” Several studies have sought out the most productive methods of reducing turnover (Woods, 1997; Woods and Macaulay, 1998; Blohowiak, 1998). Most companies refer to the methods of reducing turnover as employee retention programs (Woods and Macaulay, 1998). Employee retention and recognition programs do not have to be expensive or elaborate in order to be effective (McDaniel, 1998). McDaniel (1998, p. 38) continues by saying that “although benefits and recognition programs can vary from simple to sophisticated, the ultimate goal of those programs is the same: to retain good employees. Of course, that is anything but simple in an industry troubled by high turnover rates.”

Woods and Macaulay (1998) outline several examples of both short and long term prescriptions for solving turnover problems. It is necessary to understand that with the benefit of research managers have the ability to better understand both long and short-term changes within the market.

Short-Term

- Determine why employees are leaving. Are they going to other lodging industry companies, and if so why (Woods and Macaulay, 1998).
- Determine why employees are staying. Investigate and find out what these employees like about your company (Woods and Macaulay, 1998).

- Question employees about what they want from their job and the company. Asking what employees want is much better and much more effective than guessing (Woods and Macaulay, 1998).
- Allow employees to have a voice, a chance to express their opinions and points of views (Woods and Macaulay, 1998).
- Stay away from the recruiting to recruit theory. Don't just recruit to recruit. Implement recruiting programs that meet the company's needs and goals (Woods and Macaulay, 1998).
- Make the interviewing process a serious step (Woods and Macaulay, 1998).

Long-Term

In contrast to the short-term prescriptions (focusing on collecting and using information), Woods and Macaulay (1998) define long term prescriptions as focusing on changes to the company essentially trying to make it a place where employees want to work. Long term prescriptions take both time and money.

- One example would be to develop better socialization programs, which could assist employees in getting accustomed to the workplace (Woods and Macaulay, 1998).
- Another example would be to develop training programs in the employee's native language (Woods and Macaulay, 1998).
- Offering career-path development is another option, where the company would offer assistance to help employees plan careers with the company (Woods and Macaulay, 1998).

- Implementing quality circles is a prescription characteristic. Having teams of managers and employees solving problems together is another prescriptive characteristic (Woods and Macaulay, 1998).
- Having partner and profit sharing programs to get employees involved in the bottom line is another long-term prescription technique (Woods and Macaulay, 1998).
- To motivate the employees, you could offer Incentive programs (Woods and Macaulay, 1998).
- One final example would be to determine alternative employees, by recruiting employees from unusual sources (Woods and Macaulay, 1998).

Recruitment and Hiring Practices

More important now than ever, is the recruitment process companies implement (Grindy, 1998). Interviewing is “a key component of hiring quality workers” (Grindy, 1998, p. 25). Training employees and placing capable people in managerial positions and training employees’ needs to be accomplished. Businesses are beginning to recognize that employee training is essential for their success, both to increase the efficiency of their operation and as a means to retain employees (Grindy, 1998). Good recruiting leads to retention, thus eliminating the need for recruiting (Blohowiak, 1998).

Most operations are finding that gaining referrals about possible employee candidates from current employees is one of the most effective recruiting methods in practice (Grindy, 1998). Businesses have found that these referrals, especially when from good employees, tend to mean that the new worker will fit in with the other employees (Grindy, 1998). The new workers also tend to be more reliable, so that they will not cause the employee who referred them to look poorly (Grindy, 1998). These

employee referrals are such a practical recruiting technique that many businesses have begun to offer financial rewards to employees who do provide successful employee referrals (Grindy, 1998). Having the necessary hiring practices in place to elicit the type of employees a business strives to employ is only part of the solution. Once a company succeeds in attaining the 'desired' employee, they again face the dreaded turnover obstacle.

Training

Ongoing training within the hospitality industry is essential due to the high turnover rates (Krout, 1994). Training not only battles the turnover problem; it also battles the service problem. To achieve higher levels of customer service, plenty of training should be provided (Doherty, 1998). The key to better service is training (Wildes, 1997).

The enactment of education and training policies has contributed to improving the quantity and quality of services (Wildes, 1997). Martin (1989, p. 150) states that service quality standards must possess "a continuous linking of standards, staff performance, training and reward mechanisms," in order to be effective. Heyes and Stewart (1996) maintain that employees have better attitudes toward their employers and jobs after they have had training.

There are several problems associated with training. One main problem is that employees are less likely to seek additional training when it is not believed to benefit job security or future advancement (Heyes and Stewart, 1996). Krout (1994) determined that when trainees perceived training to be related to either the possibility of gaining future advancement, or being directly related to their performance in their current job, they had

a higher tendency of being more motivated to learn. According to Heyes and Stewart (1996), another problem is that receptiveness toward training tends to be dependent on the monetary aspects associated with it. When there is no monetary reward for training sessions, the likelihood of having a favorable attitude toward future training tends to be minimal (Heyes and Stewart, 1996). The major problem facing training, according to Spitzer (1982), is transferring the knowledge an employee gained in the training sessions to their job.

Empowerment

More training will assist in employing personnel that consistently provide service requirements in an efficient method. This will keep customers returning and spreading positive referrals (Dew, 1997). To attain this level of service, many things need to be accomplished. Empowering employees with necessary customer service training and a range of freedom to implement those service skills, is one attempt at simultaneously increasing service levels and lessening turnovers rate within hotels (Dew, 1997).

Dew (1997) indicates that empowered personnel have the necessary feedback, knowledge, and training to successfully perform their jobs. Many businesses have indicated that they have been able to retain more employees by providing them with empowerment abilities and a sense of respect, as well as by creating a caring 'family atmosphere' workplace environment (Grindy, 1998). Dew (1997, p. 3) believes that "in a state of empowerment, people feel a sense of ownership and pride in their work, and are rewarded for the successful role they play in making their overall organization successful."

Research and Development

Research and Development is an area in the hospitality industry that has been either ignored or neglected (Chon and Olsen, 1998). Performing further research in the areas of turnover and customer service training will benefit the hospitality industry (Woods, Heck, and Sciarini, 1998). Chung and Hoffman (1998) believe that at the foundation of good service includes three things: good data, an understanding of what customers want, and understanding the extent to which a company is meeting those expectations.

The need for academic research within the hospitality industry continues to escalate (Chon and Olsen, 1988). Woods, Heck, and Sciarini (1998) have found that corporate offices are willing to assist in the collection of data, due to their interest in the results. Further, Woods, Heck, and Sciarini (1998) state that greater amounts of research projects are needed in order to obtain longitudinal information, which has the potential of being able to help the lodging industry measure turnover rates.

Conclusion

Survival in the increasingly competitive and uncertain hospitality industry requires that operators reconsider the neglected area of research and development (on issues such as turnover and customer service training programs) and plan to allocate more dollars toward it (Chon and Olsen, 1998). LaLopa (1997) finds it peculiar that there is so little research in the area of turnover, for the hospitality industry, especially due to the much anticipated increase in hospitality related jobs.

The capability to predict both organizational commitment and turnover in hospitality related jobs would become a worthwhile tool for managers (LaLopa, 1997). McDaniel (1998, p. 36) explains that "by studying why people leave a job, you can turn it

around to deduce reasons why people stay with a job.” With that knowledge, managers would have the ability to focus more of their resources on satisfying customers needs, expectations and motivations instead of hiring and training employees (LaLopa, 1997).

CHAPTER III

METHODOLOGY

The many aspects of research design are covered within chapter three, for example, methodology related to areas including subjects applicable to this study, instrumentation (the instrument utilized to measure the intended variables), research design, and necessary procedures implemented into this study. The analysis of the data collected and the statistical tests used will be further discussed in chapter four.

Research Design

The descriptive research design, based on an experimental foundation, was implemented into this study and isolated the use of a questionnaire. The questionnaire was distributed in person after mailing copies of pertinent information and forms to the twelve hotel managers. Unfortunately throughout the duration of this study the researcher was unable to control selection interaction. The purpose of this study was to determine relationships between customer service training and employee turnover rates in college town franchise hotels.

The specific objectives were as follows:

1. To research and analyze information from hotel management, and hotel employees (ranging in various job positions) to identify employee opinions of

training programs currently in place.

2. To identify the relationship between work environment issues and hotel employee / supervisor relationships.
3. To identify the relationship between work environment issues and employee / co-worker relationships.
4. To identify the relationship between hotel employees and their co-workers in relation to turnover issues.
5. To identify employee opinions on turnover issues.
6. To identify the relationship between age of employees and their attitudes on their work environment.
7. To identify the relationship between the age of employees and turnover issues.

Population and Sample

The population in this study comprised of twelve different franchise hotels, located within two college towns. The two college towns used in this study were Denton, Texas and Stillwater, Oklahoma. These two college towns provided a combined total of twenty hotels to choose from. Twelve of the twenty hotels were franchise hotels applicable to the study population. A population size of twelve hotels (all the franchise hotels in both cities) was selected. The population sample size was limited to four franchise hotels (two hotels in each town). Selection of the four hotels was based on the response timeframe in relation to participation letters. Two franchise hotels in both Stillwater and Denton responded in time to participate in the study. No similar franchise hotel chains (i.e. Days Inn in Stillwater and Days Inn in Denton) were studied for the purpose of this research.

Stillwater is located approximately 60 miles from both Oklahoma City and Tulsa. Oklahoma State University is located in Stillwater, north central Oklahoma. Oklahoma State University has grown from its one building "Old Central" housing merely 144 students, in 1894, to its now more than 26,000 students in four different campuses (<http://osu.okstate.edu/directory>). It has a community population consisting of more than 42,000 people (<http://osu.okstate.edu/directory>). Information from Lodging.com details Stillwater, Oklahoma as possessing six hotels. Five the six are franchise hotels, acceptable for the hotel population for this study.

The University of North Texas, in Denton, Texas has an enrollment of approximately 25,000 students on its 500 acre, 734 structure campus (<http://www.unt.edu/catalogs/98-99/uuniversity.html#hist>). Denton has nine hotels, eight of which are franchise hotels (<http://search.travelbase.com>). Denton is located 35 miles northeast of Fort Worth, 37 miles northwest of Dallas, and 27 miles from the Dallas/ Fort Worth International Airport. Denton is comprised of a community of approximately 70,000 people (<http://www.unt.edu/catalogs/98-99/uuniversity.html#hist>). The National Decision Systems Report for Denton County stated that for May of 1999, 51.9% of the Denton County population were males, 50.4% were females. More specifically, in the city of Denton, 48.1% were male and 49.6% were female.

Data Collection

The questionnaire created for this study was based on a questionnaire designed by Woods and Sciarini. It was designed to target perceptions on turnover and service from hotel employees. The participants were asked to answer questions provided in the questionnaire relating to areas of service levels, training issues, turnover issues, and

perceptions and attitudes. The questionnaire consisted of two sections. Section one pertained to different issues and questions related to areas such as turnover and customer service training programs. This section used a Likert-type scale ranking attitudes and opinions (with 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree). Vogt (1999, p. 160) describes Likert-scales and Likert-like scales as "the most widely used attitude scale type in the social sciences. They are comparatively easy to construct, can deal with attitudes of more than one dimension, and tend to have high reliabilities." *report results*

The Likert-scale is a very common questionnaire format that was created by Rensis Likert (Vogt, 1999). It was implemented into this study for a multitude of reasons. One main reason was to ascertain perceived attitudes on customer service. The wording used in each questionnaire varies as applicable to the question (Vogt, 1999). Survey participants were provided with various statements and asked to answer questions with a range of responses from "strongly disagree" to "strongly agree." In these survey instruments, the participants were asked to answer by indicating their feelings from a range of strongly disagree to strongly agree.

Section two dealt with the demographic questions: age, gender, income, education, marital status, job position, and length of employment in the current job position. This section of the questionnaire employed both open-ended and close-ended questions. The researcher, various committee and faculty members as well as students continually reviewed the questionnaire for clarity and bias.

Procedure

All twelve of the franchise hotels in the population were initially contacted via

mail. Each of the Denton franchise hotels were given a copy of the Denton Cover Letter (see Appendix C) printed on Oklahoma State University (OSU) letterhead.

Accompanying this cover letter was (1) a pre-paid self-addressed envelope, (2) an appointment request card (see Appendix D), and (3) a copy of the questionnaire. Each of the Stillwater franchise hotels were sent a copy of the Stillwater Cover Letter (see Appendix B) printed on (OSU) letterhead, and a copy of the questionnaire. Personal solicitation of the Stillwater franchise hotels was possible as the researcher lived in Stillwater, discarding the necessity of sending the additional contents enclosed in the packages sent to the Denton hotel managers.

The data for this study was garnered from hotel employees ranging in various job positions in the states of: Texas and Oklahoma. Questionnaires were distributed to all employees working a shift during the applicable two-day time frame in which the researcher was surveying a particular hotel. The researcher was the sole distributor of questionnaire forms and the on-site contact person. All employees available were solicited to participate in the study. No employee was denied participation from the study with the exception of any employee under the age 20. Employees under the age of 20 were considered exempt for the purpose of this research. Questionnaires were distributed to employees as time allowed and were distributed in person and obtained in person during the two-day time period. In some instances, participants requested additional time to complete the questionnaire. In such scenarios, pre-paid self-addressed business reply envelopes were provided. All 55 employees that were solicited to participate in the study completed a questionnaire, providing a 100% response level.

The specified procedures and guidelines of the Oklahoma State University Institutional Review Board (IRB) were adhered to at all time throughout the duration of this research. See Appendix A for the IRB approval form. This was a convenience sample that involved voluntary participation. The intent and purpose of the survey instruments and study were explained in the cover letter preceding the surveys. At all times confidentiality of participants was strictly enforced.

Analysis of Data

All questionnaires were coded and manually compiled onto hardcopies of data sheets prior to entering the data into the computer system. The data was then transferred into SPSS (a statistical computer software package). Data was analyzed according to standard statistical procedures. It was necessary in certain areas to collapse data pools (compiling “strongly agree” and “agree” responses into one section, “neutral” choice as its own section, and compiling “disagree” and “strongly disagree” choices into another section).

The questionnaire asked about a wide variety of issues and attitudes. The data gained from the questionnaires were statistically analyzed using SPSS software by the researcher, committee members, and some graduate students. Frequencies, percentages, standard deviations, means, and ANOVA’s were calculated and compiled into tables.

CHAPTER IV

RESULTS AND DISCUSSION

Methodology

Data was obtained from the questionnaire instrument described in Chapter III. The questionnaire was distributed to employees of four franchise hotels. Responses gained from the questionnaire were measured by associating a quantitative value with each of the 5 choices on the 5-point Likert-scale. For example, Strongly Agree ascertained the value of 5 and options decreased in value down to the value of 1 for Strongly Disagree. The answers from each of the 55 participants were evaluated and analyzed in relation to all subjects involved and questions asked.

SPSS software was utilized to analyze the 55 completed questionnaires. Oneway analysis as well as frequency tables and charts were used to understand the results and data gathered. More relevant information was discovered, regarding the statistical significance of questions, through oneway analysis. Frequency charts and tables assisted in understanding the demographic characteristics of the population sample.

As a way to more accurately understand the significance of the responses, the five-point Likert-scale was collapsed into a three-point scale for analysis. The Likert – scale was initially setup with the following meanings: 1 equaling strongly disagree, 2 equaling disagree, 3 equaling neutral, 4 equaling agree, and 5 equaling strongly agree.

The original scale was collapsed into three sections consisting of: strongly disagree and disagree both equaling 1, neutral equaling 2 and 3 equaling both agree and strongly agree.

Respondent Characteristics

45.5 percent of the participants surveyed had a high school degree as their highest level of education. 27.3 percent of the respondents had some college education as their highest level of education. Only 1.8 percent of the sample population had graduate degrees, while 10.9 percent of the population had a bachelor degree. Of those people surveyed, 5.5 percent had vocational school training as their highest level of education.

TABLE IV: WHAT IS YOUR HIGHEST LEVEL OF EDUCATION (q51)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	25	45.5	50.0	50.0
	Some College	15	27.3	30.0	80.0
	Bachelor Degree	6	10.9	12.0	92.0
	Vocational School	3	5.5	6.0	98.0
	Graduate Degree	1	1.8	2.0	100.0
	Total	50	90.9	100.0	
Missing	No Response	5	9.1		
Total		55	100.0		

A larger percentage of the 55 participants surveyed were female (54.5 percent) than male.

TABLE II: WHAT IS YOUR GENDER (q49)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	41.8	43.4	43.4
	Female	30	54.5	56.6	100.0
	Total	53	96.4	100.0	
Missing	No Response	2	3.6		
Total		55	100.0		

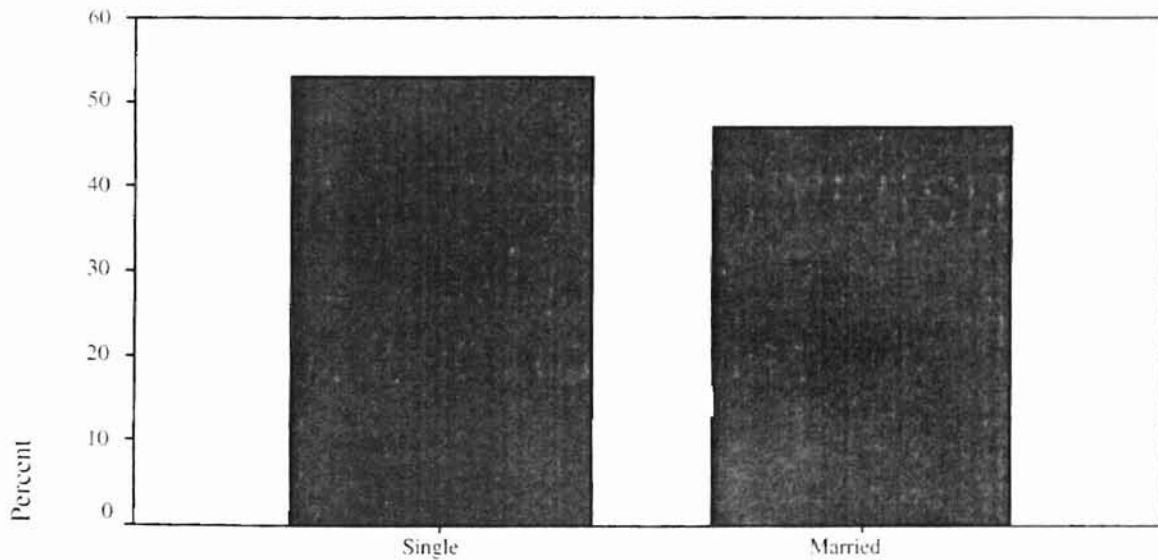
The majority of respondents were between the ages of 20 and 29 years old (52.7 percent).

TABLE III: INDICATE YOUR AGE BRACKET (IN YEARS) (q50).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29	29	52.7	54.7	54.7
	30 - 39	14	25.5	26.4	81.1
	40 - 49	7	12.7	13.2	94.3
	50 - 59	3	5.5	5.7	100.0
	Total	53	96.4	100.0	
Missing	No Response	2	3.6		
Total		55	100.0		

In relation to marital status, a relatively close split exists between the population sample. Of the 55 participants surveyed, 43.6 percent were married, while 49.1 percent of those surveyed were single.

FIGURE V: MARITAL STATUS (q53)



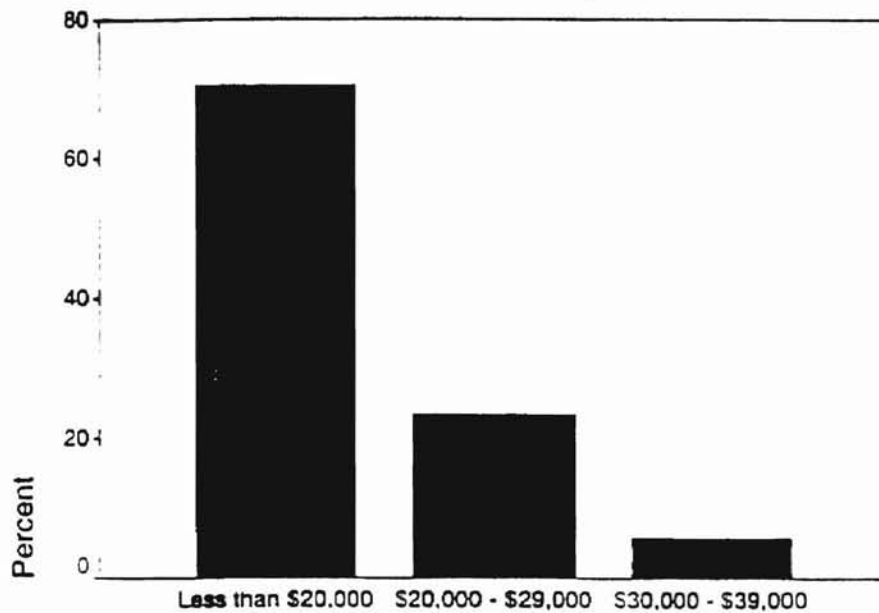
q53 What is your marital status?

65.5 percent earn less than \$20,000 a year. 21.8 percent of the respondents earn between \$20,000 and \$29,000. Only 5.5 percent of the respondents earn between \$30,000 and \$39,000. No higher levels of income were indicated by those surveyed.

TABLE V: INDICATE YOUR INCOME BRACKET (q52).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than \$20,000	36	65.5	70.6	70.6
	\$20,000 - \$29,000	12	21.8	23.5	94.1
	\$30,000 - \$39,000	3	5.5	5.9	100.0
	Total	51	92.7	100.0	
Missing	No Response	4	7.3		
Total		55	100.0		

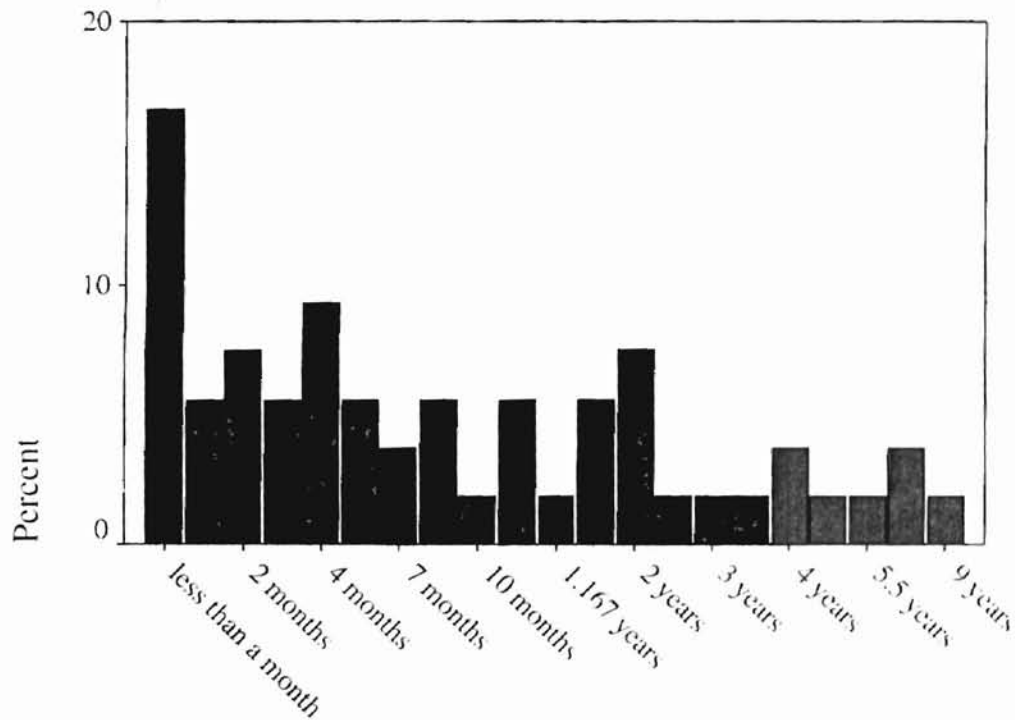
FIGURE IV: INCOME LEVELS (q52)



q52 Indicate your income bracket.

The actual length of employment (within a participants current job position) varied dramatically throughout the population sample. 16.4 percent of those surveyed had less than one month of employment, and 49.3 percent of those surveyed worked at the location for six months or less. This number illustrates the transitory population for the hospitality industry specifically located with-in college towns. Of the remaining 50.7 percent of the population sample, their lengths of employment were widespread and ranged from seven months (3.6 percent) to nine years (108 months at 1.8%).

FIGURE VI: LENGTH OF EMPLOYMENT (q54)

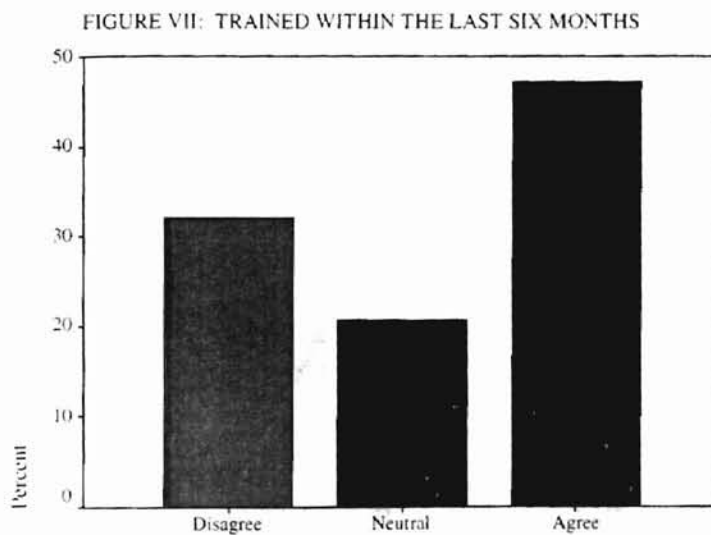


q54 What is your length of employment for your current position?

Correlation Analysis

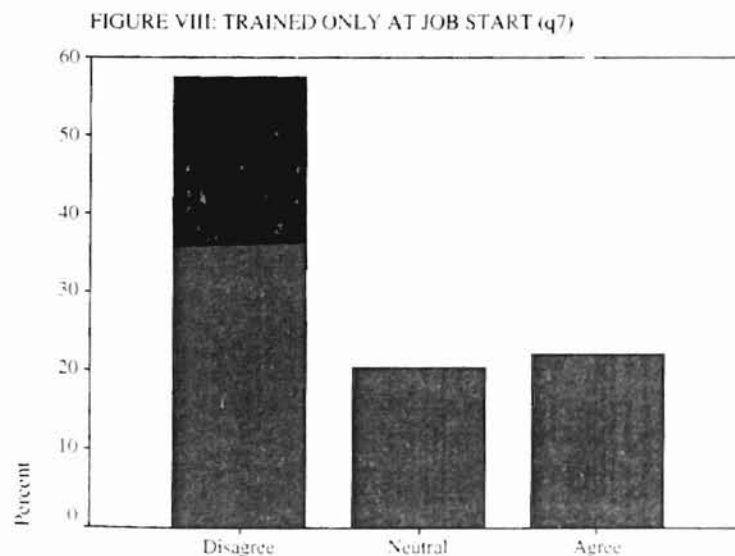
The one way analysis option in SPSS software clearly illustrated the significance of various questions when they were compared to different employee opinions.

Of the population sample surveyed 45.5 percent agree that they had received customer service training within the last six months.



q6 I have had customer service training within the last six months.

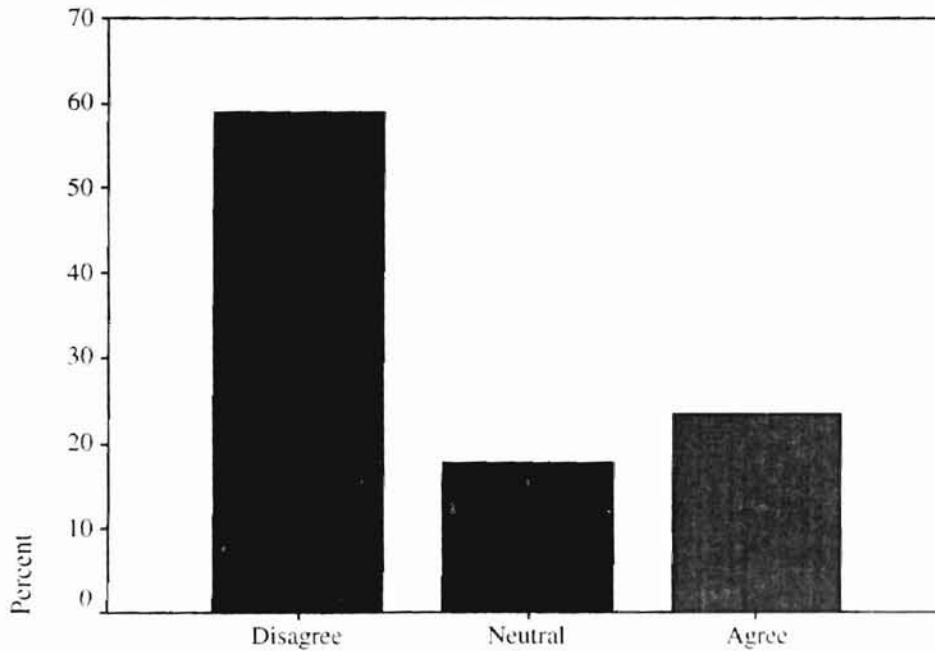
21.8 percent of those surveyed indicated that they had only received customer service training at the start of employment.



q7 I had customer service training only at the beginning of employment

Of those employees surveyed, 21.8 percent said they had never received any form of customer service training; the converse of this statement being that 54.5 percent of those people surveyed disagreed (saying they had received customer service training).

FIGURE IX: NEVER TRAINED (q9)



q9 I have never had customer service training on this job.

Question 8 is significant – I have had no customer service training on this job.

People aged 50-59 years of age strongly agreed with this statement. Employees in these four hotels, aged 50-59, feel they have had no form of customer service training while employed in their present position. Whereas, the majority of the respondents between the ages 20 to 39 years of age strongly disagree to question number eight. The employees in the two age brackets of 20 to 29 and 30 to 39 feel that they have had some form of customer service training. Age effects perception of customer service training.

Age was not the only demographic compared to customer service training issues. When comparing employee training issues against gender (Table XII, parts A-C), the analysis showed that gender does play a significant role in the employment experience.

Throughout the correlation analysis, both male and female employees indicated strong responses, but different genders responded strongly to different questions. For example, more male respondents indicated that they believe customer service training programs are not effective (male mean score: 1.8636). Female respondents presented neutral responses to that same question (female mean score: 2.3348). The significance of question 2 -our employee training programs are effective- versus genders was .027.

However, in question 44 - I have many interactions with customers – female respondents indicated that they had more interactions with customers (with a mean score of 2.8). Male respondents were more neutral on this question, indicating only a 2.3478 mean score on the three-point collapsed scale. The significance of question number 44 was .021.

In question 47 - I feel I am effective at making my customers satisfied - women responded with a mean rating of 2.7667, indicating that they strongly agree with the question. Male respondents indicated neutrality on the subject, with a mean rating of 2.3636. The oneway analysis of question 47 versus gender garnered a significance rating of .045.

While gender does effect other areas of the work environment in the hospitality industry, the survey instrument and respondent answers garnered only three responses with significance levels greater than .05. Four additional questions which were close to holding a .05 significance rating on gender in relation to employee issues were questions:

5, 18, 24, and 39. These four other survey questions were close, but below the significance level. They ranged in proximity from .0649 to .097 significance ratings.

These questions included the following:

Question 5: My organization stresses customer service training.

Significance: .069; Male Mean: 2.0435; Female Mean: 2.4667; women agree with this statement. Men are neutral.

Question 18: My supervisor shows too little interest in the feelings of

subordinates. Significance: .064; Male Mean: 1.6087; Female Mean: 2.0345; men disagree with this statement. Women are neutral.

Question 24: When I do a good job, I receive recognition for it.

Significance: .087; Male Mean: 1.7727; Female Mean: 2.1724; men disagree with this statement; women are neutral.

Question 39: We are constantly under-staffed.

Significance: .097; Male Mean: 2.4348; Female Mean: 2.0667; men tend to agree with this statement; women tend to be neutral.

While employee gender holds significance on the work experience, gender is not the only factor that impacts the work experience. The relationships between an employee's opinions on their work environment and their relationship with co-workers also has significance. As Tables XV indicates, employees that said they like their co-workers (q19) indicate they also have more confidence in their supervisor's job competency. The mean rating for this comparison is 2.7436 (q15). The significance of this question was rated at .004, very significant.

Confidence in a supervisor corresponds to an employee's feelings toward approachability levels associated with said supervisor. When an employee has questions and that employee likes his co-workers, the employee feels his supervisor is approachable. This is indicated in Table XV, Part C, question 16 with significance rating of .048. These employees agreed that their supervisor is approachable as indicated with a mean rating of 2.7436 for this question.

Question 17 – My supervisor is fair to me – further indicated a significance in relation to how an employee feels in regard to parity issues associated with their supervisor (Tables XV, q17). Employees who like their co-workers (76 percent) agreed at a rate of 2.6905 that their supervisor is fair. This link between the feelings of co-workers and parity issues related to supervisors indicated a significance rating of .016, highly significant.

Employees were asked a negatively phrased question, number 18 – my supervisor shows too little interest in the feelings of subordinates. As the statement was phrased, a significant number of employees disagreed that their supervisor does not show interest in their feelings. 74 percent of the employees surveyed disagreed, giving a mean rating of 1.6829. This information has proven that employees believe the supervisors care. Employees who indicated that they liked their co-workers (in question 19 – I like my co-workers) also indicated that their supervisor showed interest in the feelings of his/her subordinates. Employees indicated a .043 significance rating for this issue.

Employees with a positive opinion of their work environment also express a significant level of empowerment. As Tables XV shows, employees who like their work environment also express a strong (2.7073 mean) belief that they are empowered to

interact with customers (q44). If the employee did not express competency and approachability about their supervisor, it was doubtful that the employee would feel that the work experience was positive when dealing with customers.

The majority of employees, 70 percent, agreed in question 9 that they were empowered. Question 9 - We are empowered - was just short of being significant. Question 9 had a .059 significance rating – just below the .05 standard.

One of the most significant questions on the Employee Questionnaire dealt with employee turnover and job satisfaction. Question 35 – I have contemplated quitting my job here – had significant ripple effects throughout many of the survey issues. Thirteen questions are significant when paired with this question; this represents approximately 27 percent of the total survey. Which means, of all the questions on the survey, this question triggered significant responses that employers in the hotel industry should pay close attention to.

It becomes very clear that if an employee has contemplated quitting his or her job, then the employee has definite opinions about the work environment. Employees who have thought about leaving their current place of employment expressed a distinct lack of faith in their co-workers' work ethics and their co-workers' skills. These employees also said they are overworked and spend too much time dealing with paperwork while on the job.

The cluster of significant questions dealing specifically about co-workers' skills, attitudes and competency include questions 11, 12, 13, 32, 34 and are included in Table XVI, Part D.

These same employees who have contemplated quitting their jobs also believe that their supervisors are not competent and are unapproachable in the workplace. Questions 15 and 16 indicate .050 and .025 levels of significance respectively. The employees expressed, with a mean rating of 2.833 that the supervisor is not competent, and, further, the supervisor is unapproachable – as indicated with the mean rating of 2.913.

Respondents who answered in agreement to the “I have contemplated quitting my job” question also have strong opinions about their relationships with their co-workers. The question cluster (questions 33, 38, 39, and 42) showed significance ratings ranging from .000 to .042.

Pay (question 22), pride in the employee’s job (question 28) and opinions about the employee’s supervisors (questions 15 and 16) are also significant when compared to the responses of employees who have contemplated quitting.

CHAPTER V

SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS

Purpose and Objectives

The purpose of this study was to determine the relationships between customer service training and employee turnover issues in college town franchise hotels. The objectives of this study were: 1) To research and analyze information from hotel management, and hotel employees (ranging in various job positions) to determine specifically how often customer service training programs are provided for employees. 2) To identify employee opinions of training programs currently in place. 3) To identify the relationship between work environment opinions and hotel employee - hotel supervisor. 4) To identify the relationship between work environment opinions and employee – co-worker relationships. 5) To identify the relationship between hotel employees and their co-workers in relation to turnover issues. 6) To identify employee opinions on turnover issues. 7) To identify employee viewpoints and opinions on customer satisfaction / service levels in relation to turnover issues. 8) To identify the relationship between age of employees and their attitudes on the work environment. 9) To identify the relationship between the age of employees and turnover issues. Based on both the purpose of the study and the specific objectives set for this research, three hypotheses were postulated. Each of the hypotheses set out to investigate how particular

variables and issues related to issues ranging from turnover, customer service training, work environment, co-workers, and supervision.

Sample and Population

The population in this study comprised of twelve different franchise hotels, located within two college towns. The two college towns used in this study were Denton, Texas and Stillwater, Oklahoma. The two towns provided a combined total of twenty hotels to choose from. Twelve of the twenty hotels were franchise hotels that were applicable to the population. A population size of twelve hotels (all the franchise hotels in both cities) was selected. The population sample size was limited to four franchise hotels (two hotels in each town). Selection of the four hotels was based on the response timeframe to the participation letters. No similar franchise hotel chain (i.e. Days Inn in Stillwater and Days Inn in Denton) were studied for the purpose of this research.

Instrumentation

The questionnaire consisted of two sections. Section one pertained to different issues and questions related to areas such as turnover and customer service training programs. This section used a Likert-type scale ranking attitudes and opinions (with 1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree). The Likert-scale was implemented into this study for a multitude of reasons. One main reason was to ascertain perceived attitudes toward customer service levels. In this survey instrument, participants were asked to answer by indicating their feelings from a range of strongly disagree to strongly agree.

Section two dealt with the demographic questions: age, gender, income, education, marital status, job position, and length of employment in current job position.

This section of the questionnaire employed both open-ended and close-ended questions. The questionnaires that were created were continually reviewed for clarity and bias by the researcher, some committee members, faculty members, and students.

Data Collection and Analysis

The employee questionnaire (Appendix E) was sent out to hotel managers with a cover letter on Oklahoma State University (OSU) letterhead (Appendixes B and C) which described the research project and provided contact information of both the researcher and the committee chairman and an appointment request card (Appendix D). The Institutional Review Board (IRB) approved the questionnaire at Oklahoma State University (Appendix A) prior to contacting or surveying of any participants. Participants were reassured during the entirety of the surveying process that confidentiality standards would be upheld at all times.

Participants were provided with instructions to the questionnaires at the top of the first page. Instructions to this questionnaire indicated the purpose for the research, and why it was being conducted. The instructions briefly described how to use the Likert-scale. Questionnaires were distributed and picked up in person during the months of March and April 2000 in each of the four franchise hotels. In some instances completed questionnaires were mailed to the researcher via a pre-paid business reply envelope. Results compiled from the data collected were analyzed in Chapter IV and listed in various tables and charts. The 55 questionnaires returned were analyzed using the statistical software package SPSS to determine standard deviations, means, percentages, oneway analysis, and frequencies.

Findings and Conclusions

Of the 55 respondents, 45.5 percent of the participants surveyed had a high school degree as their highest level of education. 27.3 percent of the respondents had some college education as their highest level of education, 1.8 percent of the sample population had graduate degrees, and 10.9 percent of the population had a bachelor degree. Of those people surveyed, 5.5 percent had vocational school training as their highest level of education. The majority of respondents ranged in age between 20 and 29 years old (52.7 percent). 65.5 percent earn less than \$20,000 a year, 21.8 percent of the respondents earn between \$20,000 and \$29,000 a year, and only 5.5 percent of the respondents earn between \$30,000 and \$39,000. No higher levels of income were indicated by those surveyed. There appears to be a relatively close split in the population sample in relation to marital status. Of the 55 participants surveyed, 43.6 percent were married, while 49.1 percent of those surveyed were single. The actual length of employment (within a participants current job position) varied dramatically throughout the population sample. 16.4 percent of those surveyed had less than one month of employment, and 49.3 percent of those surveyed worked at the location for six months or less. This number illustrates the transitory population for the hospitality industry specifically located with-in college towns. Of the remaining 50.7 percent of the population sample, their lengths of employment were widespread and ranged from seven months (3.6 percent) to nine years (108 months at 1.8%). A larger percentage of the 55 participants surveyed were female (54.5 percent) than male. Of the population sample surveyed 45.5 percent agreed that they had received customer service training within the last six months, while 21.8 percent of those surveyed indicated that they had only received customer service training

at the start of employment. Of those employees surveyed, 21.8 percent said they had never received any form of customer service training; the converse of this statement being that 54.5 percent of those people surveyed disagreed (saying they had received customer service training).

The one way analysis option in SPSS software clearly illustrated the significance of various questions when they were compared to different employee opinions. Question 8 is significant – I have had no customer service training on this job. People aged 50-59 years of age strongly agreed with this statement. Employees in these four hotels aged 50-59 feel they have had no form of customer service training while employed in their present position. Whereas, the majority of the respondents between the ages 20 to 39 years old strongly disagreed with question number eight. The employees in the two age brackets (20 - 29 and 30 - 39) feel that they have had some form of customer service training. Age effects perception of customer service training.

Age was not the only demographic compared to customer service training issues. When comparing employee training issues against gender (Table XII, parts A-C), the analysis showed that gender does play a significant role in the employment experience.

Throughout the correlation analysis, both male and female employees indicated strong responses, but different genders responded strongly to different questions. For example, more male responses indicated that they believe customer service training programs are not effective (male mean score: 1.8636). Female respondents presented neutral responses to the same question (female mean score: 2.3348). The significance of question 2 -our employee training programs are effective- versus genders was .027.

However, in question 44 - I have many interactions with customers – female respondents indicated that they had more interactions with customers (with a mean score of 2.8), than male respondents. Male respondents were more neutral on this question, indicating only a 2.3478 mean score on the three-point collapsed scale. The significance of question number 44 was .021.

In question 47 - I feel I am effective at making my customers satisfied - women responded with a mean rating of 2.7667, indicating that they strongly agree with the question. Male respondents indicated neutrality on the subject, with a mean rating of 2.3636. The oneway analysis of question 47 versus gender garnered a significance rating of .045.

While gender does effect other areas of the work environment in the hospitality industry, the survey instrument and respondent answers garnered only three responses with significance levels greater than .05. Four additional questions which were close to holding a .05 significance rating on gender in relation to employee issues were questions: 5, 18, 24, and 39. Four other survey questions were close, but below the significance level, they ranged in proximity from .0649 to .097 significance ratings. These questions included the following:

Question 5: My organization stresses customer service training.
Significance: .069; Male Mean: 2.0435; Female Mean: 2.4667; women agree with this statement. Men are neutral.

Question 18: My supervisor shows too little interest in the feelings of subordinates. Significance: .064; Male Mean: 1.6087; Female Mean: 2.0345; men disagree with this statement. Women are neutral.

Question 24: When I do a good job, I receive recognition for it.

Significance: .087; Male Mean: 1.7727; Female Mean: 2.1724; men disagree with this statement; women are neutral.

Question 39: We are constantly under-staffed.

Significance: .097; Male Mean: 2.4348; Female Mean: 2.0667; men tend to agree with this statement; women tend to be neutral.

While employee gender has significance on the work experience, gender is not the only factor. The relationships between an employee's work environment opinions and their relationship with co-workers also has significance. As Tables XV indicates, employees that said they like their co-workers (q19) also have more confidence in their supervisor's job competency. The mean rating for this comparison is 2.7436 (q15). The significance of this question was rated at .004. very significant.

Confidence in a supervisor corresponds to an employee's feelings toward approachability levels associated with said supervisor. When an employee has questions and that employee likes his co-workers, the employee feels his supervisor is approachable. This is indicated in Table XV, Part C, question 16 with a significance rating of .048. These employees agreed that their supervisor is approachable as indicated with a mean rating of 2.7436.

Question 17 – My supervisor is fair to me - further indicated a significance in relation to how an employee feels in regard to parity issues associated with their supervisor (Tables XV, q17). Employees who like their co-workers (76 percent) agreed at a rate of 2.6905 that their supervisor is fair. This link between feelings of co-workers and parity issues of supervisors indicated a significance rating of .016, highly significant.

Employees were asked a negatively phrased question, number 18 –my supervisor shows too little interest in the feelings of subordinates. Employees who indicated that they liked their co-workers (in question 19 – I like my co-workers) also indicated that their supervisor showed interest in the feelings of his/her subordinates. Employees indicated a .043 significance rating for this issue. As the statement was phrased, a significant number of employees disagreed that their supervisor does not show interest in their feelings. 74 percent of the employees surveyed disagreed, giving a mean rating of 1.6829. This information has proven that employees believe the supervisors care.

Employees with a positive opinion about their work environment also express a significant level of empowerment. As Tables XV shows, employees who like their work environment also express a strong (2.7073 mean) belief that they are empowered to interact with customers (q44). If the employee did not express competency and approachability about their supervisor, it is doubtful that the employee will feel that the work experience was positive while dealing with customers.

The majority of employees, 70 percent, agreed in question 9 that they are empowered. Question 9 - We are empowered - was just short of being significant. Question 9 had a .059 significance rating – just below the .05 standard.

One of the most significant questions on the Employee Questionnaire deals with employee turnover and job satisfaction. Question 35, - I have contemplated quitting my job here - has significant ripple effects throughout many of survey issues. Thirteen questions are significant when paired with this question, representing approximately 27 percent of the question base.

It becomes very clear that if an employee has contemplated quitting his or her job then the employee has definite opinions about the work environment and how the employee is effected by it. Employees who have thought about leaving their current place of employment express a distinct lack of faith in their co-workers' work ethics and their co-workers' skills. These employees also feel they are overworked and spend too much time dealing with paperwork while on the job.

These same employees also believe that their supervisors are not competent and are unapproachable in the workplace. Questions 15 and 16 indicate .050 and .025 levels of significance respectively. The employees expressed with a mean rating of 2.833 that the supervisor is not competent, and that the supervisor is unapproachable – as indicated with the mean rating of 2.913.

An employee who likes his/ her work environment is an assent to an organization. Employees who have positive opinions of their work environment find their supervisors competent, approachable, and fair. They also believe their supervisor reciprocates and cares about the employees. When an employee thinks of their supervisor in this positive light, the entire job experience tends to reflect a positive experience.

Because such a large group of those surveyed had six months or less time employed at each of the four hotels, it is easy to understand how essential it is for employers to provide customer service training as close to a hiring date for new employees as possible. Employee understanding of a particular hotels customer service goals and ideals should be clearly indicated to ensure customer satisfaction. This should be presented to employees at the start of employment, or within the first six months to

give the employee an idea of how they should interact with customers on a day to day, customer to customer basis.

Based on the information garnered in this study, the researcher has determined that each of the three hypotheses should be rejected, due to gaps in the survey instrument. Although the survey instrument led to clear directions on future research topics and goals, it inhibited the researcher from being able to accept any of the three hypotheses. By implementing the recommendations (see the recommendation section) stated below, future research will be able to conclude on a more conclusive base whether or not the hypotheses should be accepted or rejected and why.

Implications

The data from this study led the researcher to determine the following statements:

1. The information gained could be used to provide specific areas to focus on for future research regarding these and many related employee issues.
2. The survey process with more time and a larger population base would garner more responses.
3. Industry personnel or educators for future use should develop training and educational programs dealing with these issues.
4. Implementing a Spanish version of this survey would allow Spanish speaking employees to express their views.

Recommendations

The intent of this study was to determine what factors have led to the high turnover rates in college town franchise hotels. The study was also attempting to determine viewpoints of customer service training programs, supervision issues, co-

worker-related issues, and work environment issues. The researcher used demographic characteristics, and the answers garnered from the Likert scale to analyze employee opinions, viewpoints, and attitudes. The recommendations for future research on these topics and some suggestions for revisions of this research study are:

1. ✓ It is recommended that more states be surveyed.
2. ✓ It is recommended that a larger sample size be surveyed to determine a more valid response level.
3. It is recommended that the research study the relationship between geographic locations and significance levels on different issues.
4. ✓ It is recommended that research be continued to identify changes of employee opinions in the hospitality industry.
5. ✓ It is recommended that additional questions and topics be researched in relation to turnover in the hospitality industry.
6. It is recommended that the income brackets not leave out the income between brackets on the questionnaire utilized (i.e. 20,000 to 29,000 should be 20,000 to 30,000).
7. It is recommended that the age split be more detailed especially in the 20-39 age range.
8. ✓ It is recommended that the level of education section should include an option for currently in college.
9. ✓ It is recommended that there be a question specifying if an employee was a full-time or part-time employee.

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APPENDIXES

UNITED STATES DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

APPENDIX A
INSTITUTIONAL REVIEW BOARD APPROVAL FORM

STATE OF ARIZONA
DEPARTMENT OF HEALTH
DIVISION OF REGULATORY SERVICES
1111 EAST WASHINGTON AVENUE
PHOENIX, ARIZONA 85004
TEL: 602-964-6000
WWW.AZDEPARTMENTOFHEALTH.AZ.GOV

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD

Date: March 2, 2000

IRB #: IRB-00-153

Proposal Title: **"THE RELATIONSHIP BETWEEN CUSTOMER SATISFACTION LEVELS
AND EMPLOYEE TURNOVER RATES AT COLLEGE TOWN FRANCHISE
HOTELS"**

Principal Investigator(s): Jerrold Leong
Shesri Carr

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

Signature:



Carol Olson, Director of University Research Compliance

March 2, 2000

Date

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modification 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

COVER LETTER FOR STILLWATER, OK FRANCHISE HOTELS

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March 10, 2000

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

Dear Hotel Manager:

From current literature I have found that the employee turnover rate in hotel positions, specifically college town hotels, is a serious concern. In an effort to determine ways to battle high turnover rates, I will be conducting research at eleven college town hotels. This research will examine the relationship between primarily turnover rates and customer service levels.

Your hotel meets the criteria applicable to my research requirements; hence, I am writing to seek your much-needed participation in this study. Your participation would necessitate a two-day time period (or once I have gained at least 25 participant surveys) during the next month to survey both approximately 25 members of your staff (varying in positions and departments) and some select customers. Data collected are highly confidential and NO names of employees or customers will be mentioned in the completed research project. In addition, should you desire a summary of the findings, I shall be happy to fulfill your request.

Both the survey intended for your employees, and the survey intended for your customers will take no more than ten minutes to fill out. And, are enclosed for you to peruse at your leisure.

Should you have any questions regarding this research, please feel free to contact either me, Sherri M. Carr at 405-372-9406, or Dr. Jerrold Leong at 405-744-6713. You may also contact Sharon Bacher, IRB Executive Secretary, 203 Whitenurst, Oklahoma State University, Stillwater, OK 74078; (405) 744-5700. Thank you for your cooperation. Your participation and cooperation are sincerely appreciated.

Sherri M. Carr
Hotel, Restaurant Administration Dept.
929 W. Pkwy Dr.
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405-372-9406
carrs99@aol.com

Dr. Jerrold Leong
Hotel, Restaurant Administration Dept.
210 HES W
Oklahoma State University
Stillwater, OK 74074
405-744-6713
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Enclosure (2) Questionnaires



APPENDIX C

COVER LETTER FOR DENTON, TX FRANCHISE HOTELS

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OKLAHOMA STATE UNIVERSITY



March 10, 2000

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

Dear Hotel Manager:

From current literature I have found that the employee turnover rate in hotel positions, specifically college town hotels, is a serious concern. In an effort to determine ways to battle high turnover rates, I will be conducting research at eleven college town hotels. This research will examine the relationship between primarily turnover rates and customer service levels.

Your hotel meets the criteria applicable to my research requirements; hence, I am writing to seek your much-needed participation in this study. Your participation would necessitate a two-day time period (or once I have gained at least 25 participant surveys) during the next month to survey both approximately 25 members of your staff (varying in positions and departments) and some select customers. Data collected are highly confidential and NO names of employees or customers will be mentioned in the completed research project. In addition, should you desire a summary of the findings, I shall be happy to fulfill your request.

Please indicate your willingness to participate in the study on the enclosed acceptance / denial letter and return it as soon as possible. In addition, please indicate to whom all future correspondence should be addressed, as well as a telephone number or e-mail address by which this individual may be contacted. Both the survey intended for your employees, and the survey intended for your customers will take no more than ten minutes to fill out. And, are enclosed for you to peruse at your leisure.

Should you have any questions regarding this research, please feel free to contact either me, Sherr M. Carr at 405-372-9406, or Dr. Jerrold Leong at 405-744-6713. You may also contact Sharon Bacher, IRB Executive Secretary, 203 Whitenurst, Oklahoma State University, Stillwater, OK 74078; (405) 744-5700. Thank you for your cooperation. Your participation and cooperation are sincerely appreciated.

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Enclosure (2) Questionnaires
(1) Acceptance Letter / Pre-paid Envelope



The Campaign for OSU

APPENDIX D
APPOINTMENT REQUEST CARD

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APPOINTMENT REQUEST CARD

_____ Yes, my hotel will participate in your study.

_____ No, my hotel declines participation in your study.

Hotel Property Name: _____

Hotel Property Address: _____

Person to contact: _____

Phone() _____ E-mail: _____

Employee Turnover & Customer Service Research Contact:
Sherri M. Carr
Oklahoma State University
Hotel and Restaurant Administration Department
Human Environmental Sciences, West 210
Stillwater, OK 74078

APPENDIX E
EMPLOYEE SURVEY

Employee Turnover and Customer Service Questionnaire

This survey is being administered for the School of Hotel and Restaurant Administration at Oklahoma State University. The information in this survey will assist in gaining perspective on employee turnover and customer service. Your opinion is invaluable. please take the few moments necessary to complete it. Your responses are not personally identifiable, and will remain strictly confidential.

For each question, please circle the most appropriate response: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	This company has helpful employee training.	1	2	3	4	5
2	Our employee training programs are effective.	1	2	3	4	5
3	We need more employee training implemented.	1	2	3	4	5
4	You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	1	2	3	4	5
5	My organization stresses customer service training..	1	2	3	4	5
6	I have had customer service training in the past six months.	1	2	3	4	5
7	I have only had customer service training when I began my job here.	1	2	3	4	5
8	I have never had customer service training at this job.	1	2	3	4	5
9	We are empowered.	1	2	3	4	5
10	When hiring, the interview process for this company is not thorough enough.	1	2	3	4	5
11	I have too many things to accomplish at work and not enough time to do them all.	1	2	3	4	5
12	I have too much paperwork.	1	2	3	4	5
13	Many of the rules and procedures make doing a good job difficult.	1	2	3	4	5
14	I often feel that I do not know what is going on with the organization.	1	2	3	4	5
15	My supervisor is competent in performing his / her job.	1	2	3	4	5
16	When I have questions, I feel my supervisor is approachable.	1	2	3	4	5
17	My supervisor is fair to me.	1	2	3	4	5
18	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
19	I like my co-workers.	1	2	3	4	5
20	Our company provides rewards to employees, based on length of employment.	1	2	3	4	5
21	Our company strives to keep its employees happy.	1	2	3	4	5
22	The benefits and salary we receive are as good as most other competitors in the area.	1	2	3	4	5
23	There are benefits we do not have which we should	1	2	3	4	5
24	When I do a good job, I receive recognition for it.	1	2	3	4	5
25	Individuals who perform well at their job stand a good chance of being promoted.	1	2	3	4	5
26	I am satisfied with my chances for salary increases.	1	2	3	4	5
27	In relation to salary, I feel appreciated by the organization.	1	2	3	4	5
28	I feel pride in my job.	1	2	3	4	5
29	I sometimes feel my job is pointless.	1	2	3	4	5
30	I like doing this job.	1	2	3	4	5
31	I feel I have been worked too hard.	1	2	3	4	5
32	I feel that others around me are not working hard enough.	1	2	3	4	5

Shem M. Carr
 Oklahoma State University
 Hotel and Restaurant Administration Department
 Human Environmental Sciences, West 210
 Stillwater, OK 74078

Employee Turnover and Customer Service Questionnaire

For each question, please circle the most appropriate response: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
33	There is too much bickering and fighting at work.	1	2	3	4	5
34	I have to work harder at my job because of the incompetence of co-workers.	1	2	3	4	5
35	I have contemplated quitting my job here.	1	2	3	4	5
36	This hotel property has low employee turnover rates.	1	2	3	4	5
37	The majority of our employees have been employed at this hotel for at least one year.	1	2	3	4	5
38	Employee absence has affected our level of customer satisfaction.	1	2	3	4	5
39	We are constantly under-staffed.	1	2	3	4	5
40	We have a loyal group of stable employees.	1	2	3	4	5
41	We constantly have employee no-show.	1	2	3	4	5
42	We are constantly looking for new employees.	1	2	3	4	5
43	My organization stresses customer satisfaction.	1	2	3	4	5
44	I have many interactions with customers.	1	2	3	4	5
45	Satisfying a customer is the most important aspect of my job.	1	2	3	4	5
46	I feel I would serve customers better if it were not for all the red tape.	1	2	3	4	5
47	I feel I am effective at making my customers satisfied.	1	2	3	4	5
48	The service level at this hotel is constantly exceeding expectations.	1	2	3	4	5

49 What is your gender? () Male () Female

50 What is your age? () 20-29 () 30-39 () 40-49 () 50-59 () 60+

51 What is your current level of education?

- () High School Degree () Some College () Bachelor Degree
 () Vocational School () Graduate Degree () Post Graduate Degree

52 What is your level of income?

- () less than 20,000 () 20-29,000 () 30-39,000 () 40-49,000
 () 50-59,000 () 60-69,000 () 70,000 or more

53 What is your marital status? () Single () Married

54 What is your current job title? _____

55 How long have you been in this current job position? _____

Please return the completed survey to Sherri Carr by Friday, March 24, 2000. Thank you for your assistance, every response is invaluable.

Sherri M. Carr
 Oklahoma State University
 Hotel and Restaurant Administration Department
 Human Environmental Sciences, West 210
 Stillwater, OK 74078

APPENDIX F
RAW DATA: TABLES AND FIGURES

APPENDIX F: RAW DATA: TABLES AND FIGURES

DEMOGRAPHIC FREQUENCY TABLES

TABLE I: DEMOGRAPHIC QUESTIONS (49 - 54) STATISTICS

		q49 What is your gender?	q50 Indicate your age bracket (in years)	q51 What is your highest level of education?	q52 Indicate your income bracket.	q53 What is your marital status?	q54 What is your length of employment in your current job position?
N	Valid	53	53	50	51	51	54
	No Response	2	2	5	4	4	1
Mean		1.5660	1.6981	1.8000	1.3529	1.4706	16.4444
Std. Deviation		.5004	.9111	1.0102	.5941	.5041	23.1815
Variance		.2504	.8302	1.0204	.3529	.2541	537.3836

DEMOGRAPHIC FREQUENCY TABLES

TABLE II: WHAT IS YOUR GENDER (q49)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	41.8	43.4	43.4
	Female	30	54.5	56.6	100.0
	Total	53	96.4	100.0	
Missing	No Response	2	3.6		
Total		55	100.0		

TABLE III: INDICATE YOUR AGE BRACKET (IN YEARS) (q50).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29	29	52.7	54.7	54.7
	30 - 39	14	25.5	26.4	81.1
	40 - 49	7	12.7	13.2	94.3
	50 - 59	3	5.5	5.7	100.0
	Total	53	96.4	100.0	
Missing	No Response	2	3.6		
Total		55	100.0		

TABLE IV: WHAT IS YOUR HIGHEST LEVEL OF EDUCATION (q51)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	25	45.5	50.0	50.0
	Some College	15	27.3	30.0	80.0
	Bachelor Degree	6	10.9	12.0	92.0
	Vocational School	3	5.5	6.0	98.0
	Graduate Degree	1	1.8	2.0	100.0
	Total	50	90.9	100.0	
Missing	No Response	5	9.1		
Total		55	100.0		

TABLE III: INDICATE YOUR AGE BRACKET (IN YEARS) (q50).

DEMOGRAPHIC FREQUENCY TABLES

TABLE V: INDICATE YOUR INCOME BRACKET (q52).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than \$20,000	36	65.5	70.6	70.6
	\$20,000 - \$29,000	12	21.8	23.5	94.1
	\$30,000 - \$39,000	3	5.5	5.9	100.0
	Total	51	92.7	100.0	
Missing	No Response	4	7.3		
Total		55	100.0		

TABLE VI: WHAT IS YOUR MARITAL STATUS (q53)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	27	49.1	52.9	52.9
	Married	24	43.6	47.1	100.0
	Total	51	92.7	100.0	
Missing	No Response	4	7.3		
Total		55	100.0		

TABLE VI: WHAT IS YOUR MARITAL STATUS (q53)?

DEMOGRAPHIC FREQUENCY TABLES

TABLE VII: WHAT IS YOUR LENGTH OF EMPLOYMENT AT YOUR CURRENT JOB POSITION (q54)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than a month	9	16.4	16.7	16.7
	1 month	3	5.5	5.6	22.2
	2 months	4	7.3	7.4	29.6
	3 months	3	5.5	5.6	35.2
	4 months	5	9.1	9.3	44.4
	6 months	3	5.5	5.6	50.0
	7 months	2	3.6	3.7	53.7
	8 months	3	5.5	5.6	59.3
	10 months	1	1.8	1.9	61.1
	12 months (1 year)	3	5.5	5.6	66.7
	14 months (1.167 years)	1	1.8	1.9	68.5
	18 months (1.5 years)	3	5.5	5.6	74.1
	24 months (2 years)	4	7.3	7.4	81.5
	30 months (2.5 years)	1	1.8	1.9	83.3
	36 months (3 years)	1	1.8	1.9	85.2
	42 months (3.5 years)	1	1.8	1.9	87.0
	48 months (4 years)	2	3.6	3.7	90.7
	60 months (5 years)	1	1.8	1.9	92.6
	66 months (5.5 years)	1	1.8	1.9	94.4
	72 months (6 years)	2	3.6	3.7	98.1
	108 months (9 years)	1	1.8	1.9	100.0
	Total	54	98.2	100.0	
Missing	No Response	1	1.8		
Total		55	100.0		

CUSTOMER SERVICE TRAINING FREQUENCY TABLES

TABLE VIII: TRAINING STATEMENTS (6 - 8) STATISTICS

		q6 I have had customer service training in the past 6 months.	q7 I had customer service training only at beginning of employment.	q8 I have never had customer service training at this job.
N	Responses	53	54	51
	No Response	2	1	4
Mean		2.1509	1.6481	1.6471
Std. Deviation		.8857	.8278	.8444
Variance		.7845	.6852	.7129

CUSTOMER SERVICE TRAINING FREQUENCY TABLES

TABLE IX: I HAVE HAD CUSTOMER SERVICE TRAINING IN THE PAST SIX MONTHS (q6).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	30.9	32.1	32.1
	Neutral	11	20.0	20.8	52.8
	Agree	25	45.5	47.2	100.0
	Total	53	96.4	100.0	
Missing	No Response	2	3.6		
Total		55	100.0		

TABLE X: I HAD CUSTOMER SERVICE TRAINING ONLY AT THE BEGINNING OF MY EMPLOYMENT (q7).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	31	56.4	57.4	57.4
	Neutral	11	20.0	20.4	77.8
	Agree	12	21.8	22.2	100.0
	Total	54	98.2	100.0	
Missing	No Response	1	1.8		
Total		55	100.0		

TABLE XI: I HAVE NEVER HAD CUSTOMER SERVICE TRAINING AT THIS JOB (q8).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	30	54.5	58.8	58.8
	Neutral	9	16.4	17.6	76.5
	Agree	12	21.8	23.5	100.0
	Total	51	92.7	100.0	
Missing	No Response	4	7.3		
Total		55	100.0		

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. GENDER (QUESTIONS 1 - 8 vs. 49)

TABLE XII, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
q1 This company has helpful employee training	Male	23	2.3043	.7648	.1595	1.9736	2.6351	1.00	3.00
	Female	30	2.4333	.7739	.1413	2.1444	2.7223	1.00	3.00
	Total	53	2.3774	.7653	.1051	2.1664	2.5883	1.00	3.00
q2 Our employee training programs are effective	Male	22	1.8636	.7743	.1651	1.5203	2.2069	1.00	3.00
	Female	29	2.3448	.7209	.1339	2.0706	2.6190	1.00	3.00
	Total	51	2.1373	.7751	.1085	1.9193	2.3553	1.00	3.00
q3 We need more employee training implemented	Male	19	2.3158	.8201	.1881	1.9205	2.7111	1.00	3.00
	Female	28	2.4643	.7927	.1498	2.1569	2.7716	1.00	3.00
	Total	47	2.4043	.7984	.1165	2.1698	2.6387	1.00	3.00
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Male	22	2.0909	.9211	.1964	1.6825	2.4993	1.00	3.00
	Female	29	2.2414	.9124	.1694	1.8943	2.5884	1.00	3.00
	Total	51	2.1765	.9101	.1274	1.9205	2.4324	1.00	3.00
q5 My organization stresses customer service training.	Male	23	2.0435	.8779	.1831	1.6638	2.4231	1.00	3.00
	Female	30	2.4667	.7761	.1417	2.1769	2.7565	1.00	3.00
	Total	53	2.2830	.8407	.1155	2.0513	2.5148	1.00	3.00
q6 I have had customer service training in the last six months.	Male	22	2.1364	.8888	.1895	1.7423	2.5305	1.00	3.00
	Female	29	2.1724	.8892	.1651	1.8342	2.5106	1.00	3.00
	Total	51	2.1569	.8803	.1233	1.9093	2.4044	1.00	3.00
q7 I only had customer service training when I began my job here.	Male	23	1.4783	.7903	.1648	1.1365	1.8200	1.00	3.00
	Female	29	1.7931	.8610	.1599	1.4656	2.1206	1.00	3.00
	Total	52	1.6538	.8375	.1161	1.4207	1.8870	1.00	3.00
q8 I have had no customer service training at this job.	Male	23	1.7826	.9023	.1882	1.3924	2.1728	1.00	3.00
	Female	26	1.5769	.8086	.1586	1.2503	1.9035	1.00	3.00
	Total	49	1.6735	.8512	.1216	1.4290	1.9180	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. GENDER (QUESTIONS 1 - 8 vs. 49)

TABLE XII, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q1 This company has helpful employee training.	.023	1	51	.880
q2 Our employee training programs are effective.	.002	1	49	.966
q3 We need more employee training implemented.	.085	1	45	.772
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own	.012	1	49	.913
q5 My organization stresses customer service training.	.451	1	51	.505
q6 I have had customer service training in the last six months.	.018	1	49	.894
q7 I only had customer service training when I began my job here.	.884	1	50	.352
q8 I have had no customer service training at this job.	1.121	1	47	.295

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. GENDER (QUESTIONS 1 - 8 vs. 49)

TABLE XII, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q1 This company has helpful employee training	Between Groups	.217	1	.217	.365	.548
	Within Groups	30.236	51	.593		
	Total	30.453	52			
q2 Our employee training programs are effective.	Between Groups	2.897	1	2.897	5.229	.027
	Within Groups	27.143	49	.554		
	Total	30.039	50			
q3 We need more employee training implemented.	Between Groups	.250	1	.250	.386	.537
	Within Groups	29.070	45	.646		
	Total	29.319	46			
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Between Groups	.283	1	.283	.337	.564
	Within Groups	41.129	49	.839		
	Total	41.412	50			
q5 My organization stresses customer service training.	Between Groups	2.332	1	2.332	3.454	.069
	Within Groups	34.423	51	.675		
	Total	36.755	52			
q6 I have had customer service training in the last six months.	Between Groups	1.626E-02	1	1.626E-02	.021	.887
	Within Groups	38.729	49	.790		
	Total	38.745	50			
q7 I only had customer service training when I began my job here.	Between Groups	1.271	1	1.271	1.843	.181
	Within Groups	34.498	50	.690		
	Total	35.769	51			
q8 I have had no customer service training at this job.	Between Groups	.516	1	.516	.708	.404
	Within Groups	34.259	47	.729		
	Total	34.776	48			

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. AGE QUESTIONS (1 - 8 vs. 50)

TABLE XIII, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
q1 This company has helpful employee training.	20 - 29	29	2.3448	.8140	.1512	2.0352	2.6544	1.00	3.00
	30 - 39	14	2.2143	.6993	.1869	1.8105	2.6180	1.00	3.00
	40 - 49	7	2.7143	.7559	.2857	2.0152	3.4134	1.00	3.00
	50 - 59	3	2.3333	.5774	.3333	.8991	3.7676	2.00	3.00
	Total	53	2.3585	.7619	.1047	2.1485	2.5685	1.00	3.00
q2 Our employee training programs are effective.	20 - 29	28	2.1429	.8034	.1518	1.8313	2.4544	1.00	3.00
	30 - 39	14	2.1429	.8644	.2310	1.6437	2.6420	1.00	3.00
	40 - 49	6	2.0000	.8944	.3651	1.0614	2.9386	1.00	3.00
	50 - 59	3	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Total	51	2.1176	.7911	.1108	1.8951	2.3402	1.00	3.00
q3 We need more employee training implemented.	20 - 29	25	2.4000	.8165	.1633	2.0630	2.7370	1.00	3.00
	30 - 39	13	2.5385	.7763	.2153	2.0694	3.0075	1.00	3.00
	40 - 49	6	2.5000	.8367	.3416	1.6220	3.3780	1.00	3.00
	50 - 59	3	1.6667	.5774	.3333	.2324	3.1009	1.00	2.00
	Total	47	2.4043	.7984	.1165	2.1698	2.6387	1.00	3.00
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	20 - 29	29	2.3103	.8906	.1654	1.9716	2.6491	1.00	3.00
	30 - 39	13	2.2308	.9268	.2571	1.6707	2.7908	1.00	3.00
	40 - 49	7	1.4286	.7868	.2974	.7009	2.1562	1.00	3.00
	50 - 59	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Total	51	2.1373	.9169	.1284	1.8794	2.3951	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. AGE QUESTIONS (1 - 8 vs. 50)

TABLE XIII, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
q5 My organization stresses customer service training.	20 - 29	29	2.4138	.7800	.1448	2.1171	2.7105	1.00	3.00
	30 - 39	14	2.1429	.9493	.2537	1.5948	2.6909	1.00	3.00
	40 - 49	7	2.0000	1.0000	.3780	1.0752	2.9248	1.00	3.00
	50 - 59	3	2.6667	.5774	.3333	1.2324	4.1009	2.00	3.00
	Total	53	2.3019	.8455	.1161	2.0688	2.5349	1.00	3.00
q6 I have had customer service training in the last six months.	20 - 29	28	2.2857	.8545	.1615	1.9544	2.6171	1.00	3.00
	30 - 39	13	2.2308	.9268	.2571	1.6707	2.7908	1.00	3.00
	40 - 49	7	1.4286	.7868	.2974	.7009	2.1562	1.00	3.00
	50 - 59	3	1.6667	.5774	.3333	.2324	3.1009	1.00	2.00
	Total	51	2.1176	.8865	.1241	1.8683	2.3670	1.00	3.00
q7 I only had customer service training when I began my job here.	20 - 29	28	1.7143	.8968	.1695	1.3665	2.0620	1.00	3.00
	30 - 39	14	1.5714	.7559	.2020	1.1350	2.0079	1.00	3.00
	40 - 49	7	1.5714	.9759	.3689	.6689	2.4740	1.00	3.00
	50 - 59	3	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Total	52	1.6731	.8336	.1156	1.4410	1.9052	1.00	3.00
q8 I have had no customer service training at this job	20 - 29	27	1.4074	.6939	.1335	1.1329	1.6819	1.00	3.00
	30 - 39	12	1.7500	.9653	.2787	1.1367	2.3633	1.00	3.00
	40 - 49	7	2.1429	.8997	.3401	1.3107	2.9750	1.00	3.00
	50 - 59	3	2.6667	.5774	.3333	1.2324	4.1009	2.00	3.00
	Total	49	1.6735	.8512	.1216	1.4290	1.9180	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. AGE QUESTIONS (1 - 8 vs. 50)

TABLE XIII, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q1 This company has helpful employee training.	1.270	3	49	.295
q2 Our employee training programs are effective.	2.640	3	47	.060
q3 We need more employee training implemented.	.555	3	43	.648
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own	1.112	3	47	.354
q5 My organization stresses customer service training.	1.809	3	49	.158
q6 I have had customer service training in the last six months.	1.324	3	47	.278
q7 I only had customer service training when I began my job here.	5.584	3	48	.002
q8 I have had no customer service training at this job.	2.396	3	45	.081

ONEWAY ANALYSIS
EMPLOYEE TRAINING vs. AGE QUESTIONS (1 - 8 vs. 50)

TABLE XIII, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q1 This company has helpful employee training.	Between Groups	1.185	3	.395	.667	.576
	Within Groups	29.004	49	.592		
	Total	30.189	52			
q2 Our employee training programs are effective.	Between Groups	.151	3	5.042E-02	.076	.973
	Within Groups	31.143	47	.663		
	Total	31.294	50			
q3 We need more employee training implemented.	Between Groups	1.922	3	.641	1.005	.400
	Within Groups	27.397	43	.637		
	Total	29.319	46			
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Between Groups	5.310	3	1.770	2.265	.093
	Within Groups	36.729	47	.781		
	Total	42.039	50			
q5 My organization stresses customer service training.	Between Groups	1.754	3	.585	.809	.495
	Within Groups	35.415	49	.723		
	Total	37.170	52			
q6 I have had customer service training in the last six months.	Between Groups	4.891	3	1.630	2.227	.097
	Within Groups	34.403	47	.732		
	Total	39.294	50			
q7 I only had customer service training when I began my job here.	Between Groups	.585	3	.195	.269	.848
	Within Groups	34.857	48	.726		
	Total	35.442	51			
q8 I have had no customer service training at this job.	Between Groups	6.483	3	2.161	3.437	.025
	Within Groups	28.292	45	.629		
	Total	34.776	48			

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q1 This company has helpful employee training	Male	23	2.3043	.7648	.1595	1.9736	2.6351	1.00	3.00
	Female	30	2.4333	.7739	.1413	2.1444	2.7223	1.00	3.00
	Total	53	2.3774	.7653	.1051	2.1664	2.5883	1.00	3.00
q2 Our employee training programs are effective.	Male	22	1.8636	.7743	.1651	1.5203	2.2069	1.00	3.00
	Female	29	2.3448	.7209	.1339	2.0706	2.6190	1.00	3.00
	Total	51	2.1373	.7751	.1085	1.9193	2.3553	1.00	3.00
q3 We need more employee training implemented	Male	19	2.3158	.8201	.1881	1.9205	2.7111	1.00	3.00
	Female	28	2.4643	.7927	.1498	2.1569	2.7716	1.00	3.00
	Total	47	2.4043	.7984	.1165	2.1698	2.6387	1.00	3.00
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Male	22	2.0909	.9211	.1964	1.6825	2.4993	1.00	3.00
	Female	29	2.2414	.9124	.1694	1.8943	2.5884	1.00	3.00
	Total	51	2.1765	.9101	.1274	1.9205	2.4324	1.00	3.00
q5 My organization stresses customer service training.	Male	23	2.0435	.8779	.1831	1.6638	2.4231	1.00	3.00
	Female	30	2.4667	.7761	.1417	2.1769	2.7565	1.00	3.00
	Total	53	2.2830	.8407	.1155	2.0513	2.5148	1.00	3.00
q6 I have had customer service training in the last six months.	Male	22	2.1364	.8888	.1895	1.7423	2.5305	1.00	3.00
	Female	29	2.1724	.8892	.1651	1.8342	2.5106	1.00	3.00
	Total	51	2.1569	.8803	.1233	1.9093	2.4044	1.00	3.00
q7 I only had customer service training when I began my job here.	Male	23	1.4783	.7903	.1648	1.1365	1.8200	1.00	3.00
	Female	29	1.7931	.8610	.1599	1.4656	2.1206	1.00	3.00
	Total	52	1.6538	.8375	.1161	1.4207	1.8870	1.00	3.00

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q8 I have had no customer service training at this job.	Male	23	1.7826	.9023	.1882	1.3924	2.1728	1.00	3.00
	Female	26	1.5769	.8086	.1586	1.2503	1.9035	1.00	3.00
	Total	49	1.6735	.8512	.1216	1.4290	1.9180	1.00	3.00
q9 We are empowered.	Male	22	2.2727	.7673	.1636	1.9325	2.6129	1.00	3.00
	Female	27	2.0370	.5871	.1130	1.8048	2.2693	1.00	3.00
	Total	49	2.1429	.6770	9.7E-02	1.9484	2.3373	1.00	3.00
q10 When hiring, the interview process for this company is not thorough enough.	Male	23	2.1304	.6944	.1448	1.8301	2.4307	1.00	3.00
	Female	30	2.0000	.6433	.1174	1.7598	2.2402	1.00	3.00
	Total	53	2.0566	.6626	9.1E-02	1.8740	2.2392	1.00	3.00
q11 I have too many things to accomplish at work and not enough time to do them all.	Male	23	2.0000	.7977	.1663	1.6550	2.3450	1.00	3.00
	Female	28	2.2500	.8444	.1596	1.9226	2.5774	1.00	3.00
	Total	51	2.1373	.8251	.1155	1.9052	2.3693	1.00	3.00
q12 I have too much paperwork.	Male	23	1.7391	.8643	.1802	1.3654	2.1129	1.00	3.00
	Female	29	1.7586	.9124	.1694	1.4116	2.1057	1.00	3.00
	Total	52	1.7500	.8828	.1224	1.5042	1.9958	1.00	3.00
q13 Many of the rules and procedures make doing a good job difficult.	Male	23	1.9130	.9002	.1877	1.5238	2.3023	1.00	3.00
	Female	29	1.8621	.8334	.1548	1.5451	2.1791	1.00	3.00
	Total	52	1.8846	.8553	.1186	1.6465	2.1227	1.00	3.00
q14 I often feel that I do not know what is going on with the organization.	Male	23	1.8696	.8689	.1812	1.4938	2.2453	1.00	3.00
	Female	30	1.7000	.9154	.1671	1.3582	2.0418	1.00	3.00
	Total	53	1.7736	.8910	.1224	1.5280	2.0192	1.00	3.00
q15 My supervisor is competent in performing his/ her job.	Male	23	2.6087	.5830	.1216	2.3566	2.8608	1.00	3.00
	Female	27	2.6667	.6202	.1194	2.4213	2.9120	1.00	3.00
	Total	50	2.6400	.5980	8.5E-02	2.4701	2.8099	1.00	3.00

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q16 When I have questions, I feel my supervisor is approachable.	Male	23	2.6957	.5588	.1165	2.4540	2.9373	1.00	3.00
	Female	29	2.6897	.6038	.1121	2.4600	2.9193	1.00	3.00
	Total	52	2.6923	.5787	8.0E-02	2.5312	2.8534	1.00	3.00
q17 My supervisor is fair to me.	Male	23	2.5217	.7305	.1523	2.2059	2.8376	1.00	3.00
	Female	29	2.5517	.7361	.1367	2.2717	2.8317	1.00	3.00
	Total	52	2.5385	.7266	.1008	2.3362	2.7407	1.00	3.00
q18 My supervisor shows too little interest in the feelings of subordinates	Male	23	1.6087	.7223	.1506	1.2963	1.9210	1.00	3.00
	Female	29	2.0345	.8653	.1607	1.7053	2.3636	1.00	3.00
	Total	52	1.8462	.8257	.1145	1.6163	2.0760	1.00	3.00
q19 I like my co workers.	Male	23	2.7391	.4490	9.4E-02	2.5450	2.9333	2.00	3.00
	Female	29	2.7931	.4913	9.1E-02	2.6062	2.9800	1.00	3.00
	Total	52	2.7692	.4693	6.5E-02	2.6386	2.8999	1.00	3.00
q20 Our company provides rewards to employees based on length of employment	Male	21	2.3333	.7958	.1737	1.9711	2.6956	1.00	3.00
	Female	30	2.1333	.9371	.1711	1.7834	2.4833	1.00	3.00
	Total	51	2.2157	.8789	.1231	1.9685	2.4629	1.00	3.00
q21 Our company strives to keep its employees happy.	Male	23	2.4783	.6653	.1387	2.1905	2.7660	1.00	3.00
	Female	28	2.2857	.7127	.1347	2.0094	2.5621	1.00	3.00
	Total	51	2.3725	.6917	9.7E-02	2.1780	2.5671	1.00	3.00
q22 The benefits and salary we receive are as good as most other competitors in the area.	Male	23	2.2609	.8100	.1689	1.9106	2.6111	1.00	3.00
	Female	30	2.2000	.8867	.1619	1.8689	2.5311	1.00	3.00
	Total	53	2.2264	.8467	.1163	1.9930	2.4598	1.00	3.00
q23 There are benefits we do not have which we should	Male	23	2.3043	.7648	.1595	1.9736	2.6351	1.00	3.00
	Female	30	2.2667	.8277	.1511	1.9576	2.5757	1.00	3.00
	Total	53	2.2830	.7937	.1090	2.0643	2.5018	1.00	3.00

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q24 When I do a good job, I receive recognition for it	Male	22	1.7727	.8125	.1732	1.4125	2.1330	1.00	3.00
	Female	29	2.1724	.8048	.1495	1.8663	2.4786	1.00	3.00
	Total	51	2.0000	.8246	.1155	1.7681	2.2319	1.00	3.00
q25 Individuals who perform well at their job stand a good chance of being promoted.	Male	23	2.0870	.7928	.1653	1.7441	2.4298	1.00	3.00
	Female	30	2.2000	.7611	.1390	1.9158	2.4842	1.00	3.00
	Total	53	2.1509	.7695	.1057	1.9388	2.3630	1.00	3.00
q26 I am satisfied with my chances for salary increases	Male	23	1.8261	.7777	.1622	1.4898	2.1624	1.00	3.00
	Female	29	2.0345	.8230	.1528	1.7214	2.3475	1.00	3.00
	Total	52	1.9423	.8023	.1113	1.7189	2.1657	1.00	3.00
q27 In relation to salary, I feel appreciated by the organization.	Male	22	1.9545	.7854	.1675	1.6063	2.3028	1.00	3.00
	Female	30	1.9000	.7120	.1300	1.6341	2.1659	1.00	3.00
	Total	52	1.9231	.7369	.1022	1.7179	2.1282	1.00	3.00
q28 I feel pride in my job	Male	23	2.3478	.8317	.1734	1.9882	2.7075	1.00	3.00
	Female	30	2.3667	.7649	.1396	2.0811	2.6523	1.00	3.00
	Total	53	2.3585	.7868	.1081	2.1416	2.5754	1.00	3.00
q29 I sometimes feel my job is pointless.	Male	23	1.9565	.8779	.1831	1.5769	2.3362	1.00	3.00
	Female	30	2.2333	.8172	.1492	1.9282	2.5385	1.00	3.00
	Total	53	2.1132	.8472	.1164	1.8797	2.3467	1.00	3.00
q30 I like doing this job.	Male	23	2.6087	.6564	.1369	2.3249	2.8925	1.00	3.00
	Female	30	2.5333	.7303	.1333	2.2606	2.8060	1.00	3.00
	Total	53	2.5660	.6936	9.5E-02	2.3748	2.7572	1.00	3.00
q31 I feel I have been worked too hard.	Male	23	1.9565	.9283	.1936	1.5551	2.3579	1.00	3.00
	Female	30	1.7667	.8584	.1567	1.4461	2.0872	1.00	3.00
	Total	53	1.8491	.8857	.1217	1.6049	2.0932	1.00	3.00

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q32 I feel that others around me are not working hard enough.	Male	23	2.0000	.8528	.1778	1.6312	2.3688	1.00	3.00
	Female	30	2.0000	.8710	.1590	1.6748	2.3252	1.00	3.00
	Total	53	2.0000	.8549	.1174	1.7644	2.2356	1.00	3.00
q33 There is too much bickering and fighting at work	Male	23	1.7391	.8643	.1802	1.3654	2.1129	1.00	3.00
	Female	30	1.9333	.8683	.1585	1.6091	2.2576	1.00	3.00
	Total	53	1.8491	.8637	.1186	1.6110	2.0871	1.00	3.00
q34 I have to work harder at my job because of the incompetence of co-workers.	Male	23	2.1739	.8341	.1739	1.8132	2.5346	1.00	3.00
	Female	29	1.8276	.8481	.1575	1.5050	2.1502	1.00	3.00
	Total	52	1.9808	.8515	.1181	1.7437	2.2178	1.00	3.00
q35 I have contemplated quitting my job here.	Male	23	2.0435	.9283	.1936	1.6421	2.4449	1.00	3.00
	Female	30	1.9333	.9803	.1790	1.5673	2.2994	1.00	3.00
	Total	53	1.9811	.9505	.1306	1.7191	2.2431	1.00	3.00
q36 This hotel property has low employee turnover rates.	Male	23	1.5652	.6624	.1381	1.2788	1.8516	1.00	3.00
	Female	29	1.6207	.8200	.1523	1.3088	1.9326	1.00	3.00
	Total	52	1.5962	.7478	.1037	1.3880	1.8043	1.00	3.00
q37 The majority of our employees have been employed at this hotel for at least one year	Male	23	1.6522	.8317	.1734	1.2925	2.0118	1.00	3.00
	Female	30	1.5667	.6789	.1240	1.3132	1.8202	1.00	3.00
	Total	53	1.6038	.7426	.1020	1.3991	1.8085	1.00	3.00
q38 Employee absence has affected our level of customer satisfaction	Male	23	2.2174	.7952	.1658	1.8735	2.5613	1.00	3.00
	Female	30	2.3667	.8087	.1477	2.0647	2.6686	1.00	3.00
	Total	53	2.3019	.7987	.1097	2.0817	2.5220	1.00	3.00
q39 We are constantly under-staffed.	Male	23	2.4348	.7278	.1517	2.1201	2.7495	1.00	3.00
	Female	30	2.0667	.8277	.1511	1.7576	2.3757	1.00	3.00
	Total	53	2.2264	.8000	.1099	2.0059	2.4469	1.00	3.00

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q40 We have a loyal group of stable employees.	Male	23	2.1739	.8869	.1849	1.7904	2.5574	1.00	3.00
	Female	30	2.1000	.8847	.1615	1.7696	2.4304	1.00	3.00
	Total	53	2.1321	.8779	.1206	1.8901	2.3741	1.00	3.00
q41 We constantly have employee no shows.	Male	23	2.3043	.7648	.1595	1.9736	2.6351	1.00	3.00
	Female	29	2.0345	.9056	.1682	1.6900	2.3790	1.00	3.00
	Total	52	2.1538	.8491	.1177	1.9175	2.3902	1.00	3.00
q42 We are constantly looking for new employees.	Male	23	2.3043	.7648	.1595	1.9736	2.6351	1.00	3.00
	Female	30	2.4000	.8137	.1486	2.0962	2.7038	1.00	3.00
	Total	53	2.3585	.7868	.1081	2.1416	2.5754	1.00	3.00
q43 My organization stresses customer satisfaction.	Male	22	2.5909	.6661	.1420	2.2956	2.8863	1.00	3.00
	Female	29	2.6552	.4837	9.0E-02	2.4712	2.8392	2.00	3.00
	Total	51	2.6275	.5643	7.9E-02	2.4687	2.7862	1.00	3.00
q44 I have many interactions with customers.	Male	23	2.3478	.8317	.1734	1.9882	2.7075	1.00	3.00
	Female	30	2.8000	.5509	.1006	2.5943	3.0057	1.00	3.00
	Total	53	2.6038	.7163	9.8E-02	2.4063	2.8012	1.00	3.00
q45 Satisfying a customer is the most important aspect of my job.	Male	23	2.5652	.7278	.1517	2.2505	2.8799	1.00	3.00
	Female	30	2.7000	.6513	.1189	2.4568	2.9432	1.00	3.00
	Total	53	2.6415	.6820	9.4E-02	2.4535	2.8295	1.00	3.00

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q46 I feel I would serve customers better if it were not for all of the red tape.	Male	23	1.9130	.7928	.1653	1.5702	2.2559	1.00	3.00
	Female	30	1.9333	.9072	.1656	1.5946	2.2721	1.00	3.00
	Total	53	1.9245	.8514	.1170	1.6898	2.1592	1.00	3.00
q47 I feel I am effective at making my customers satisfied	Male	22	2.3636	.8477	.1807	1.9878	2.7395	1.00	3.00
	Female	30	2.7667	.5683	.1038	2.5545	2.9789	1.00	3.00
	Total	52	2.5962	.7211	.10E 01	2.3954	2.7969	1.00	3.00
q48 The service level at this hotel is constantly exceeding expectations.	Male	23	1.8261	.8341	.1739	1.4654	2.1868	1.00	3.00
	Female	29	2.1379	.7894	.1466	1.8377	2.4382	1.00	3.00
	Total	52	2.0000	.8165	.1132	1.7727	2.2273	1.00	3.00

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV. PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q1 This company nas helpful employee training.	.023	1	51	.880
q2 Our employee training programs are effective.	.002	1	49	.966
q3 We need more employee training implemented.	.085	1	45	.772
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	.012	1	49	.913
q5 My organization stresses customer service training.	.451	1	51	.505
q6 I have had customer service training in the last six months.	.018	1	49	.894
q7 I only had customer service training when I began my job here.	.884	1	50	.352
q8 I have had no customer service training at this job.	1.121	1	47	.295
q9 We are empowered.	6.384	1	47	.015
q10 When hiring, the interview process for this company is not thorough enough.	.977	1	51	.328
q11 I have to many things to accomplish at work and not enough time to do them all.	1.376	1	49	.246
q12 I have too much paperwork.	.484	1	50	.490
q13 Many of the rules and procedures make doing a good job difficult.	.519	1	50	.475
q14 I often feel that I do not know what is going on with the organization.	.708	1	51	.404
q15 My supervisor is competent in performing his/her job.	.033	1	48	.856
q16 When I have questions, I feel my supervisor is approachable.	.047	1	50	.829
q17 My supervisor is fair to me.	.003	1	50	.958
q18 My supervisor shows too little interest in the feelings of subordinates.	.798	1	50	.376
q19 I like my co-workers.	.274	1	50	.603

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV. PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q20 Our company provides rewards to employees based on length of employment.	3.199	1	49	.080
q21 Our company strives to keep its employees happy.	.063	1	49	.803
q22 The benefits and salary we receive are as good as most other competitors in the area.	.878	1	51	.353
q23 There are benefits we do not have which we should.	.477	1	51	.493
q24 When I do a good job, I receive recognition for it.	.025	1	49	.875
q25 Individuals who perform well at their job stand a good chance of being promoted.	.002	1	51	.967
q26 I am satisfied with my chances for salary increases.	.025	1	50	.876
q27 In relation to salary, I feel appreciated by the organization.	.268	1	50	.607
q28 I feel pride in my job.	.422	1	51	.519
q29 I sometimes feel my job is pointless.	.090	1	51	.766
q30 I like doing this job.	.617	1	51	.436
q31 I feel I have been worked too hard.	.415	1	51	.522
q32 I feel that others around me are not working hard enough.	.088	1	51	.768
q33 There is too much bickering and fighting at work.	.051	1	51	.822
q34 I have to work harder at my job because of the incompetence of co-workers.	.047	1	50	.829
q35 I have contemplated quitting my job here.	1.434	1	51	.237
q36 This hotel property has low employee turnover rates.	2.382	1	50	.129
q37 The majority of our employees have been employed at this hotel for at least one year.	2.286	1	51	.137
q38 Employee absence has affected our level of customer satisfaction.	.136	1	51	.714
q39 We are constantly under-staffed	.170	1	51	.682

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q40 We have a loyal group of stable employees.	.009	1	51	.924
q41 We constantly have employee no-shows.	1.605	1	50	.211
q42 We are constantly looking for new employees.	.312	1	51	.579
q43 My organization stresses customer satisfaction.	2.220	1	49	.143
q44 I have many interactions with customers.	12.803	1	51	.001
q45 Satisfying a customer is the most important aspect of my job.	1.201	1	51	.278
q46 I feel I would serve customers better if it were not for all of the red tape.	2.281	1	51	.137
q47 I feel I am effective at making my customers satisfied.	11.195	1	50	.002
q48 The service level at this hotel is constantly exceeding expectations.	.313	1	50	.578

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q1 This company has helpful employee training	Between Groups	.217	1	.217	.365	.548
	Within Groups	30.236	51	.593		
	Total	30.453	52			
q2 Our employee training programs are effective.	Between Groups	2.897	1	2.897	5.229	.027
	Within Groups	27.143	49	.554		
	Total	30.039	50			
q3 We need more employee training implemented	Between Groups	.250	1	.250	.386	.537
	Within Groups	29.070	45	.646		
	Total	29.319	46			
q4 You have to complete a certain amount of training hours before you are allowed to perform job duties	Between Groups	.283	1	.283	.337	.564
	Within Groups	41.129	49	.839		
	Total	41.412	50			
q5 My organization stresses customer service training.	Between Groups	2.332	1	2.332	3.454	.069
	Within Groups	34.423	51	.675		
	Total	36.755	52			
q6 I have had customer service training in the last six months	Between Groups	1.626E-02	1	1.626E-02	.021	.887
	Within Groups	38.729	49	.790		
	Total	38.745	50			
q7 I only had customer service training when I began my job here	Between Groups	1.271	1	1.271	1.843	.181
	Within Groups	34.498	50	.690		
	Total	35.769	51			
q8 I have had no customer service training at this job	Between Groups	.516	1	.516	.708	.404
	Within Groups	34.259	47	.729		
	Total	34.776	48			

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q9 We are empowered	Between Groups	.673	1	.673	1.484	.229
	Within Groups	21.327	47	.454		
	Total	22.000	48			
q10 When hiring, the interview process for this company is not thorough	Between Groups	.221	1	.221	.500	.483
	Within Groups	22.609	51	.443		
	Total	22.830	52			
q11 I have to many things to accomplish at work and not enough time to do them all.	Between Groups	.789	1	.789	1.163	.286
	Within Groups	33.250	49	.679		
	Total	34.039	50			
q12 I have too much paperwork	Between Groups	4.873E-03	1	4.873E-03	.006	.938
	Within Groups	39.745	50	.795		
	Total	39.750	51			
q13 Many of the rules and procedures make doing a good job difficult	Between Groups	3.333E-02	1	3.333E-02	.045	.833
	Within Groups	37.274	50	.745		
	Total	37.308	51			
q14 I often feel that I do not know what is going on with the organization	Between Groups	.374	1	.374	.467	.498
	Within Groups	40.909	51	.802		
	Total	41.283	52			
q15 My supervisor is competent in performing his/her job	Between Groups	4.174E-02	1	4.174E-02	.115	.736
	Within Groups	17.478	48	.364		
	Total	17.520	49			
q16 When I have questions, I feel my supervisor is approachable.	Between Groups	4.613E-04	1	4.613E-04	.001	.971
	Within Groups	17.076	50	.342		
	Total	17.077	51			

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q17 My supervisor is fair to me	Between Groups	1.153E-02	1	1.153E-02	.021	.884
	Within Groups	26.912	50	.538		
	Total	26.923	51			
q18 My supervisor shows too little interest in the feelings of subordinates	Between Groups	2.325	1	2.325	3.584	.064
	Within Groups	32.444	50	.649		
	Total	34.769	51			
q19 I like my co-workers.	Between Groups	3.737E-02	1	3.737E-02	.167	.685
	Within Groups	11.193	50	.224		
	Total	11.231	51			
q20 Our company provides rewards to employees based on length of employment.	Between Groups	.494	1	.494	.635	.429
	Within Groups	38.133	49	.778		
	Total	38.627	50			
q21 Our company strives to keep its employees happy.	Between Groups	.468	1	.468	.978	.328
	Within Groups	23.453	49	.479		
	Total	23.922	50			
q22 The benefits and salary we receive are as good as most other competitors in the	Between Groups	4.824E-02	1	4.824E-02	.066	.798
	Within Groups	37.235	51	.730		
	Total	37.283	52			
q23 There are benefits we do not have which we should	Between Groups	1.849E-02	1	1.849E-02	.029	.866
	Within Groups	32.736	51	.642		
	Total	32.755	52			
q24 When I do a good job, I receive recognition for it.	Between Groups	1.998	1	1.998	3.060	.087
	Within Groups	32.002	49	.653		
	Total	34.000	50			

**ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)**

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q25 Individuals who perform well at their job stand a good chance of being promoted	Between Groups	.166	1	.166	.277	.601
	Within Groups	30.626	51	.601		
	Total	30.792	52			
q26 I am satisfied with my chances for salary increases	Between Groups	.557	1	.557	.863	.357
	Within Groups	32.270	50	.645		
	Total	32.827	51			
q27 In relation to salary, I feel appreciated by the organization.	Between Groups	3.776E-02	1	3.776E-02	.068	.795
	Within Groups	27.655	50	.553		
	Total	27.692	51			
q28 I feel pride in my job.	Between Groups	4.621E-03	1	4.621E-03	.007	.932
	Within Groups	32.184	51	.631		
	Total	32.189	52			
q29 I sometimes feel my job is pointless.	Between Groups	.998	1	.998	1.401	.242
	Within Groups	36.323	51	.712		
	Total	37.321	52			
q30 I like doing this job.	Between Groups	7.394E-02	1	7.394E-02	.151	.699
	Within Groups	24.945	51	.489		
	Total	25.019	52			
q31 I feel I have been worked too hard	Between Groups	.469	1	.469	.594	.445
	Within Groups	40.323	51	.791		
	Total	40.792	52			
q32 I feel that others around me are not working hard enough.	Between Groups	.000	1	.000	.000	1.000
	Within Groups	38.000	51	.745		
	Total	38.000	52			

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q33 There is too much bickering and fighting at work	Between Groups	.491	1	.491	.654	.423
	Within Groups	38.301	51	.751		
	Total	38.792	52			
q34 I have to work harder at my job because of the incompetence of co-workers	Between Groups	1.538	1	1.538	2.170	.147
	Within Groups	35.442	50	.709		
	Total	36.981	51			
q35 I have contemplated quitting my job here.	Between Groups	.158	1	.158	.172	.680
	Within Groups	46.823	51	.918		
	Total	46.981	52			
q36 This hotel property has low employee turnover rates.	Between Groups	3.947E-02	1	3.947E-02	.069	.793
	Within Groups	28.480	50	.570		
	Total	28.519	51			
q37 The majority of our employees have been employed at this hotel for at least 1 year.	Between Groups	9.519E-02	1	9.519E-02	.170	.682
	Within Groups	28.584	51	.560		
	Total	28.679	52			
q38 Employee absence has affected our level of customer satisfaction	Between Groups	.290	1	.290	.450	.505
	Within Groups	32.880	51	.645		
	Total	33.170	52			
q39 We are constantly under-staffed.	Between Groups	1.764	1	1.764	2.855	.097
	Within Groups	31.519	51	.618		
	Total	33.283	52			
q40 We have a loyal group of stable employees.	Between Groups	7.112E-02	1	7.112E-02	.091	.765
	Within Groups	40.004	51	.784		
	Total	40.075	52			

ONEWAY ANALYSIS
GENDER vs. ALL QUESTIONS (1 - 48)

TABLE XIV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q41 We constantly have employee no shows.	Between Groups	.934	1	.934	1.303	.259
	Within Groups	35.835	50	.717		
	Total	36.769	51			
q42 We are constantly looking for new employees.	Between Groups	.119	1	.119	.189	.665
	Within Groups	32.070	51	.629		
	Total	32.189	52			
q43 My organization stresses customer satisfaction.	Between Groups	5.166E-02	1	5.166E-02	.160	.691
	Within Groups	15.870	49	.324		
	Total	15.922	50			
q44 I have many interactions with customers	Between Groups	2.662	1	2.662	5.652	.021
	Within Groups	24.017	51	.471		
	Total	26.679	52			
q45 Satisfying a customer is the most important aspect of my job.	Between Groups	.237	1	.237	.504	.481
	Within Groups	23.952	51	.470		
	Total	24.189	52			
q46 I feel I would serve customers better if it were not for all of the red tape.	Between Groups	5.360E-03	1	5.360E-03	.007	.932
	Within Groups	37.693	51	.739		
	Total	37.698	52			
q47 I feel I am effective at making my customers satisfied	Between Groups	2.062	1	2.062	4.215	.045
	Within Groups	24.458	50	.489		
	Total	26.519	51			
q48 The service level at this hotel is constantly exceeding expectations	Between Groups	1.247	1	1.247	1.904	.174
	Within Groups	32.753	50	.655		
	Total	34.000	51			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q1 This company has helpful employee training.	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.5000	.5270	.1667	2.1230	2.8770	2.00	3.00
	Agree	42	2.3571	.8211	.1267	2.1013	2.6130	1.00	3.00
	Total	54	2.3519	.7808	.1063	2.1387	2.5650	1.00	3.00
q2 Our employee training programs are effective.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.2000	.4216	.1333	1.8984	2.5016	2.00	3.00
	Agree	40	2.1000	.8412	.1330	1.8310	2.3690	1.00	3.00
	Total	52	2.1154	.7835	.1087	1.8973	2.3335	1.00	3.00
q3 We need more employee training implemented.	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	8	1.8750	.6409	.2266	1.3392	2.4108	1.00	3.00
	Agree	38	2.5000	.7970	.1293	2.2380	2.7620	1.00	3.00
	Total	48	2.4167	.7945	.1147	2.1860	2.6474	1.00	3.00
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	9	2.0000	.8660	.2887	1.3343	2.6657	1.00	3.00
	Agree	41	2.1951	.9279	.1449	1.9022	2.4880	1.00	3.00
	Total	52	2.1538	.9158	.1270	1.8989	2.4088	1.00	3.00
q5 My organization stresses customer service training.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.3000	.8233	.2603	1.7111	2.8889	1.00	3.00
	Agree	42	2.3095	.8407	.1297	2.0476	2.5715	1.00	3.00
	Total	54	2.2963	.8385	.1141	2.0674	2.5252	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q6 I have had customer service training in the last six months.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.0000	.6667	.2108	1.5231	2.4769	1.00	3.00
	Agree	40	2.1750	.9306	.1471	1.8774	2.4726	1.00	3.00
	Total	52	2.1346	.8863	.1229	1.8879	2.3813	1.00	3.00
q7 I only had customer service training when I began my job here.	Disagree	2	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Neutral	10	1.7000	.8233	.2603	1.1111	2.2889	1.00	3.00
	Agree	41	1.6341	.8590	.1341	1.3630	1.9053	1.00	3.00
	Total	53	1.6604	.8307	.1141	1.4314	1.8894	1.00	3.00
q8 I have had no customer service training at this job.	Disagree	2	1.0000	.0000	.0000	1.0000	1.0000	1.00	1.00
	Neutral	9	1.6667	.7071	.2357	1.1231	2.2102	1.00	3.00
	Agree	40	1.6750	.8883	.1405	1.3909	1.9591	1.00	3.00
	Total	51	1.6471	.8444	.1182	1.4096	1.8845	1.00	3.00
q9 We are empowered.	Disagree	2	1.0000	.0000	.0000	1.0000	1.0000	1.00	1.00
	Neutral	9	2.1111	.6009	.2003	1.6492	2.5730	1.00	3.00
	Agree	39	2.1795	.6833	.1094	1.9580	2.4010	1.00	3.00
	Total	50	2.1200	.6893	9.7E-02	1.9241	2.3159	1.00	3.00
q10 When hiring, the interview process for this company is not thorough enough.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	1.9000	.5676	.1795	1.4939	2.3061	1.00	3.00
	Agree	42	2.1429	.6833	.1054	1.9299	2.3558	1.00	3.00
	Total	54	2.0926	.6804	9.3E-02	1.9069	2.2783	1.00	3.00
q11 I have to do many things to accomplish at work and not enough time to do them all.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.3000	.4830	.1528	1.9544	2.6456	2.00	3.00
	Agree	40	2.0750	.8883	.1405	1.7909	2.3591	1.00	3.00
	Total	52	2.1154	.8321	.1154	1.8837	2.3470	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q12 I have too much paperwork.	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	10	2.0000	.6667	.2108	1.5231	2.4769	1.00	3.00
	Agree	41	1.6829	.9338	.1458	1.3882	1.9777	1.00	3.00
	Total	53	1.7736	.8910	.1224	1.5280	2.0192	1.00	3.00
q13 Many of the rules and procedures make doing a good job difficult.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.1000	.5676	.1795	1.6939	2.5061	1.00	3.00
	Agree	41	1.8537	.9100	.1421	1.5664	2.1409	1.00	3.00
	Total	53	1.9057	.8608	.1182	1.6684	2.1429	1.00	3.00
q14 I often feel that I do not know what is going on with the organization.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.0000	.8165	.2582	1.4159	2.5841	1.00	3.00
	Agree	42	1.7381	.9122	.1408	1.4538	2.0224	1.00	3.00
	Total	54	1.7963	.8982	.1222	1.5511	2.0415	1.00	3.00
q15 My supervisor is competent in performing his/ her job.	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.3000	.6749	.2134	1.8172	2.7828	1.00	3.00
	Agree	39	2.7436	.5486	8.8E-02	2.5658	2.9214	1.00	3.00
	Total	51	2.6078	.6349	8.9E-02	2.4293	2.7864	1.00	3.00
q16 When I have questions, I feel my supervisor is approachable.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	9	2.3333	.7071	.2357	1.7898	2.8769	1.00	3.00
	Agree	42	2.7619	.5323	8.2E-02	2.5960	2.9278	1.00	3.00
	Total	53	2.6604	.6184	8.5E-02	2.4899	2.8308	1.00	3.00
q17 My supervisor is fair to me.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	9	2.0000	.7071	.2357	1.4565	2.5435	1.00	3.00
	Agree	42	2.6905	.6435	9.9E-02	2.4900	2.8910	1.00	3.00
	Total	53	2.5472	.7223	9.9E-02	2.3481	2.7463	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q18 My supervisor shows too little interest in the feelings of subordinates	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.4000	.5164	.1633	2.0306	2.7694	2.00	3.00
	Agree	41	1.6829	.8197	.1280	1.4242	1.9417	1.00	3.00
	Total	53	1.8302	.8259	.1134	1.6025	2.0578	1.00	3.00
q20 Our company provides rewards to employees based on length of employment	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	9	1.7778	.6667	.2222	1.2653	2.2902	1.00	3.00
	Agree	41	2.3415	.8835	.1380	2.0626	2.6203	1.00	3.00
	Total	52	2.2692	.8658	.1201	2.0282	2.5103	1.00	3.00
q21 Our company strives to keep its employees happy.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	9	2.1111	.6009	.2003	1.6492	2.5730	1.00	3.00
	Agree	41	2.4390	.7088	.1107	2.2153	2.6628	1.00	3.00
	Total	52	2.3654	.7148	9.9E-02	2.1664	2.5644	1.00	3.00
q22 The benefits and salary we receive are as good as most other competitors in the area	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.1000	.5676	.1795	1.6939	2.5061	1.00	3.00
	Agree	42	2.2857	.8913	.1375	2.0080	2.5635	1.00	3.00
	Total	54	2.2407	.8453	.1150	2.0100	2.4715	1.00	3.00
q23 There are benefits we do not have which we should.	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	10	2.2000	.6325	.2000	1.7476	2.6524	1.00	3.00
	Agree	42	2.3333	.8165	.1260	2.0789	2.5878	1.00	3.00
	Total	54	2.3148	.7727	.1052	2.1039	2.5257	1.00	3.00
q24 When I do a good job, I receive recognition for it	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	1.9000	.5676	.1795	1.4939	2.3061	1.00	3.00
	Agree	40	2.0500	.8756	.1384	1.7700	2.3300	1.00	3.00
	Total	52	2.0000	.8165	.1132	1.7727	2.2273	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q25 Individuals who perform well at their job stand a good chance of being promoted.	Disagree	2	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Neutral	10	2.1000	.7379	.2333	1.5722	2.6278	1.00	3.00
	Agree	42	2.1429	.8136	.1255	1.8893	2.3964	1.00	3.00
	Total	54	2.1296	.7782	.1059	1.9172	2.3420	1.00	3.00
q26 I am satisfied with my chances for salary increases.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	1.9000	.5676	.1795	1.4939	2.3061	1.00	3.00
	Agree	41	1.9512	.8646	.1350	1.6783	2.2241	1.00	3.00
	Total	53	1.9434	.8184	.1124	1.7178	2.1690	1.00	3.00
q27 In relation to salary, I feel appreciated by the organization	Disagree	2	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Neutral	10	1.9000	.5676	.1795	1.4939	2.3061	1.00	3.00
	Agree	41	1.9512	.8047	.1257	1.6972	2.2052	1.00	3.00
	Total	53	1.9434	.7446	.1023	1.7382	2.1486	1.00	3.00
q28 I feel pride in my job.	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	10	2.3000	.6749	.2134	1.8172	2.7828	1.00	3.00
	Agree	42	2.3810	.8250	.1273	2.1239	2.6380	1.00	3.00
	Total	54	2.3704	.7842	.1067	2.1563	2.5844	1.00	3.00
q29 I sometimes fell my job is pointless	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.0000	.6667	.2108	1.5231	2.4769	1.00	3.00
	Agree	42	2.1429	.8991	.1387	1.8627	2.4230	1.00	3.00
	Total	54	2.0926	.8527	.1160	1.8598	2.3253	1.00	3.00
q30 I like doing this job.	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	10	2.3000	.6749	.2134	1.8172	2.7828	1.00	3.00
	Agree	42	2.6190	.6968	.1075	2.4019	2.8362	1.00	3.00
	Total	54	2.5556	.6914	9.4E-02	2.3668	2.7443	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q31 I feel I have been worked too hard.	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.2000	.6325	.2000	1.7476	2.6524	1.00	3.00
	Agree	42	1.7857	.9249	.1427	1.4975	2.0739	1.00	3.00
	Total	54	1.8519	.8775	.1194	1.6123	2.0914	1.00	3.00
q32 I feel that others around me are not working hard enough.	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.0000	.6667	.2108	1.5231	2.4769	1.00	3.00
	Agree	42	1.9762	.8968	.1384	1.6967	2.2557	1.00	3.00
	Total	54	1.9630	.8459	.1151	1.7321	2.1939	1.00	3.00
q33 There is too much bickering and fighting at work	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	1.6000	.6992	.2211	1.0998	2.1002	1.00	3.00
	Agree	41	1.9024	.8890	.1388	1.6218	2.1830	1.00	3.00
	Total	53	1.8491	.8637	.1186	1.6110	2.0871	1.00	3.00
q34 I have to work harder at my job because of the incompetence of co-workers	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	1.9000	.7379	.2333	1.3722	2.4278	1.00	3.00
	Agree	41	2.0244	.8800	.1374	1.7466	2.3022	1.00	3.00
	Total	53	1.9811	.8433	.1158	1.7487	2.2136	1.00	3.00
q35 I have contemplated quitting my job here	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	1.9000	.8756	.2769	1.2736	2.5264	1.00	3.00
	Agree	41	2.0000	.9747	.1522	1.6924	2.3076	1.00	3.00
	Total	53	1.9811	.9505	.1306	1.7191	2.2431	1.00	3.00
q36 This hotel property has low employee turnover rates.	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	9	1.8889	.7817	.2606	1.2880	2.4898	1.00	3.00
	Agree	41	1.5122	.7457	.1165	1.2768	1.7476	1.00	3.00
	Total	52	1.6154	.7709	.1069	1.4008	1.8300	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q37 The majority of our employees have been employed at this hotel for at least one year.	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	1.7000	.6749	.2134	1.2172	2.1828	1.00	3.00
	Agree	41	1.5366	.7449	.1163	1.3015	1.7717	1.00	3.00
	Total	53	1.5660	.7208	9.9E-02	1.3674	1.7647	1.00	3.00
q38 Employee absence has affected our level of customer satisfaction	Disagree	2	1.0000	.0000	.0000	1.0000	1.0000	1.00	1.00
	Neutral	10	2.4000	.5164	.1633	2.0306	2.7694	2.00	3.00
	Agree	41	2.2927	.8439	.1318	2.0263	2.5591	1.00	3.00
	Total	53	2.2642	.8122	.1116	2.0403	2.4880	1.00	3.00
q39 We are constantly under staffed.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.4000	.5164	.1633	2.0306	2.7694	2.00	3.00
	Agree	41	2.1951	.8432	.1317	1.9290	2.4613	1.00	3.00
	Total	53	2.2264	.8000	.1099	2.0059	2.4469	1.00	3.00
q40 We have a loyal group of stable employees	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	10	2.1000	.8756	.2769	1.4736	2.7264	1.00	3.00
	Agree	41	2.0976	.8890	.1388	1.8170	2.3782	1.00	3.00
	Total	53	2.1321	.8779	.1206	1.8901	2.3741	1.00	3.00
q41 We constantly have employee no-shows	Disagree	2	1.5000	.7071	.5000	-4.8531	7.8531	1.00	2.00
	Neutral	10	2.2000	.7888	.2494	1.6357	2.7643	1.00	3.00
	Agree	41	2.1707	.8632	.1348	1.8983	2.4432	1.00	3.00
	Total	53	2.1509	.8412	.1155	1.9191	2.3828	1.00	3.00
q42 We are constantly looking for new employees.	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.3000	.6749	.2134	1.8172	2.7828	1.00	3.00
	Agree	41	2.3902	.8024	.1253	2.1370	2.6435	1.00	3.00
	Total	53	2.3585	.7868	.1081	2.1416	2.5754	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART A: Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q43 My organization stresses customer satisfaction	Disagree	2	2.5000	.7071	.5000	-3.8531	8.8531	2.00	3.00
	Neutral	10	2.5000	.5270	.1667	2.1230	2.8770	2.00	3.00
	Agree	40	2.6750	.5723	9.0E-02	2.4920	2.8580	1.00	3.00
	Total	52	2.6346	.5611	7.8E-02	2.4784	2.7908	1.00	3.00
q44 I have many interactions with customers	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	10	2.1000	.7379	.2333	1.5722	2.6278	1.00	3.00
	Agree	41	2.7073	.6798	.1062	2.4927	2.9219	1.00	3.00
	Total	53	2.6038	.7163	9.8E-02	2.4063	2.8012	1.00	3.00
q45 Satisfying a customer is the most important aspect of my job.	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	10	2.3000	.6749	.2134	1.8172	2.7828	1.00	3.00
	Agree	41	2.7073	.6798	.1062	2.4927	2.9219	1.00	3.00
	Total	53	2.6415	.6820	9.4E-02	2.4535	2.8295	1.00	3.00
q46 I feel I would serve customers better if it were not for all of the red tape	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.2000	.6325	.2000	1.7476	2.6524	1.00	3.00
	Agree	41	1.9024	.8890	.1388	1.6218	2.1830	1.00	3.00
	Total	53	1.9623	.8540	.1173	1.7269	2.1977	1.00	3.00
q47 I feel I am effective at making my customers satisfied	Disagree	2	3.0000	.0000	.0000	3.0000	3.0000	3.00	3.00
	Neutral	10	2.6000	.5164	.1633	2.2306	2.9694	2.00	3.00
	Agree	41	2.5854	.7738	.1208	2.3411	2.8296	1.00	3.00
	Total	53	2.6038	.7163	9.8E-02	2.4063	2.8012	1.00	3.00
q48 The service level at this hotel is constantly exceeding expectations	Disagree	2	2.0000	1.4142	1.0000	-10.7062	14.7062	1.00	3.00
	Neutral	10	2.2000	.7888	.2494	1.6357	2.7643	1.00	3.00
	Agree	40	1.9250	.8286	.1310	1.6600	2.1900	1.00	3.00
	Total	52	1.9808	.8282	.1148	1.7502	2.2113	1.00	3.00

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART B: Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
q1 This company has helpful employee training.	2.636	2	51	.081
q2 Our employee training programs are effective.	5.036	2	49	.010
q3 We need more employee training implemented.	3.797	2	45	.030
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	1.439	2	49	.247
q5 My organization stresses customer service training.	.623	2	51	.540
q6 I have had customer service training in the last six months.	7.312	2	49	.002
q7 I only had customer service training when I began my job here.	4.651	2	50	.014
q8 I have had no customer service training at this job.	6.644	2	48	.003
q9 We are empowered.	2.130	2	47	.130
q10 When hiring, the interview process for this company is not thorough enough.	2.060	2	51	.138
q11 I have to many things to accomplish at work and not enough time to do them all.	4.727	2	49	.013
q12 I have too much paperwork.	7.256	2	50	.002
q13 Many of the rules and procedures make doing a good job difficult.	7.663	2	50	.001
q14 I often feel that I do not know what is going on with the organization.	2.147	2	51	.127
q15 My supervisor is competent in performing his/ her job.	.778	2	48	.465
q16 When I have questions, I feel my supervisor is approachable.	3.863	2	50	.028
q17 My supervisor is fair to me.	1.445	2	50	.245
q18 My supervisor shows too little interest in the feelings of subordinates.	3.571	2	50	.036
q20 Our company provides rewards to employees based on length of employment.	6.982	2	49	.002
q21 Our company strives to keep its employees happy.	3.362	2	49	.043
q22 The benefits and salary we receive are as good as most other competitors in the area.	7.517	2	51	.001
q23 There are benefits we do not have which we should.	2.227	2	51	.108
q24 When I do a good job, I receive recognition for it.	3.915	2	49	.026
q25 Individuals who perform well at their job stand a good chance of being promoted.	2.981	2	51	.060

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV. PART B: Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
q26 I am satisfied with my chances for salary increases.	3.897	2	50	.027
q27 In relation to salary, I feel appreciated by the organization.	3.309	2	50	.045
q28 I feel pride in my job.	1.399	2	51	.256
q29 I sometimes feel my job is pointless.	5.088	2	51	.010
q30 I like doing this job.	.025	2	51	.975
q31 I feel I have been worked too hard.	6.435	2	51	.003
q32 I feel that others around me are not working hard enough.	3.678	2	51	.032
q33 There is too much bickering and fighting at work.	1.550	2	50	.222
q34 I have to work harder at my job because of the incompetence of co-workers.	1.322	2	50	.276
q35 I have contemplated quitting my job here.	2.050	2	50	.139
q36 This hotel property has low employee turnover rates.	.225	2	49	.799
q37 The majority of our employees have been employed at this hotel for at least one year.	.478	2	50	.623
q38 Employee absence has affected our level of customer satisfaction.	7.968	2	50	.001
q39 We are constantly under-staffed.	3.275	2	50	.046
q40 We have a loyal group of stable employees.	3.981	2	50	.025
q41 We constantly have employee no-shows.	.871	2	50	.425
q42 We are constantly looking for new employees.	1.643	2	50	.204
q43 My organization stresses customer satisfaction.	.048	2	49	.953
q44 I have many interactions with customers.	1.151	2	50	.325
q45 Satisfying a customer is the most important aspect of my job.	1.343	2	50	.270
q46 I feel I would serve customers better if it were not for all of the red tape.	3.224	2	50	.048
q47 I feel I am effective at making my customers satisfied.	2.719	2	50	.076
q48 The service level at this hotel is constantly exceeding expectations.	.587	2	49	.560

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q1 This company has helpful employee training.	Between Groups	1.672	2	.836	1.391	.258
	Within Groups	30.643	51	.601		
	Total	32.315	53			
q2 Our employee training programs are effective.	Between Groups	.108	2	5.385E-02	.085	.919
	Within Groups	31.200	49	.637		
	Total	31.308	51			
q3 We need more employee training implemented.	Between Groups	3.292	2	1.646	2.808	.071
	Within Groups	26.375	45	.586		
	Total	29.667	47			
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	Between Groups	.330	2	.165	.191	.827
	Within Groups	42.439	49	.866		
	Total	42.769	51			
q5 My organization stresses customer service training.	Between Groups	.183	2	9.153E-02	.126	.882
	Within Groups	37.076	51	.727		
	Total	37.259	53			
q6 I have had customer service training in the last six months.	Between Groups	.283	2	.141	.174	.841
	Within Groups	39.775	49	.812		
	Total	40.058	51			
q7 I only had customer service training when I began my job here.	Between Groups	.275	2	.137	.193	.825
	Within Groups	35.612	50	.712		
	Total	35.887	52			
q8 I have had no customer service training at this job.	Between Groups	.872	2	.436	.602	.552
	Within Groups	34.775	48	.724		
	Total	35.647	50			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q9 We are empowered.	Between Groups	2.648	2	1.324	3.015	.059
	Within Groups	20.632	47	.439		
	Total	23.280	49			
q10 When hiring, the interview process for this company is not thorough enough.	Between Groups	.494	2	.247	.524	.595
	Within Groups	24.043	51	.471		
	Total	24.537	53			
q11 I have to many things to accomplish at work and not enough time to do them all.	Between Groups	.433	2	.216	.304	.739
	Within Groups	34.875	49	.712		
	Total	35.308	51			
q12 I have too much paperwork.	Between Groups	1.905	2	.952	1.209	.307
	Within Groups	39.378	50	.788		
	Total	41.283	52			
q13 Many of the rules and procedures make doing a good job difficult.	Between Groups	.506	2	.253	.333	.718
	Within Groups	38.022	50	.760		
	Total	38.528	52			
q14 I often feel that I do not know what is going on with the organization.	Between Groups	.640	2	.320	.388	.681
	Within Groups	42.119	51	.826		
	Total	42.759	53			
q15 My supervisor is competent in performing his/ her job.	Between Groups	4.121	2	2.060	6.168	.004
	Within Groups	16.036	48	.334		
	Total	20.157	50			
q16 When I have questions, I feel my supervisor is approachable.	Between Groups	2.268	2	1.134	3.218	.048
	Within Groups	17.619	50	.352		
	Total	19.887	52			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q17 My supervisor is fair to me.	Between Groups	4.156	2	2.078	4.522	.016
	Within Groups	22.976	50	.460		
	Total	27.132	52			
q18 My supervisor shows too little interest in the feelings of subordinates.	Between Groups	4.194	2	2.097	3.352	.043
	Within Groups	31.278	50	.626		
	Total	35.472	52			
q20 Our company provides rewards to employees based on length of employment.	Between Groups	3.456	2	1.728	2.435	.098
	Within Groups	34.775	49	.710		
	Total	38.231	51			
q21 Our company strives to keep its employees happy	Between Groups	1.071	2	.536	1.050	.358
	Within Groups	24.986	49	.510		
	Total	26.058	51			
q22 The benefits and salary we receive are as good as most other competitors in the area.	Between Groups	.399	2	.199	.271	.763
	Within Groups	37.471	51	.735		
	Total	37.870	53			
q23 There are benefits we do not have which we should	Between Groups	.215	2	.107	.174	.841
	Within Groups	31.433	51	.616		
	Total	31.648	53			
q24 When I do a good job, I receive recognition for it	Between Groups	.700	2	.350	.515	.601
	Within Groups	33.300	49	.680		
	Total	34.000	51			
q25 Individuals who perform well at their job stand a good chance of being promoted	Between Groups	4.974E-02	2	2.487E-02	.040	.961
	Within Groups	32.043	51	.628		
	Total	32.093	53			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q26 I am satisfied with my chances for salary increases.	Between Groups	2.775E-02	2	1.387E-02	.020	.980
	Within Groups	34.802	50	.696		
	Total	34.830	52			
q27 In relation to salary, I feel appreciated by the organization.	Between Groups	2.775E-02	2	1.387E-02	.024	.976
	Within Groups	28.802	50	.576		
	Total	28.830	52			
q28 I feel pride in my job.	Between Groups	8.783E-02	2	4.392E-02	.069	.934
	Within Groups	32.505	51	.637		
	Total	32.593	53			
q29 I sometimes tell my job is pointless.	Between Groups	.894	2	.447	.606	.550
	Within Groups	37.643	51	.738		
	Total	38.537	53			
q30 I like doing this job.	Between Groups	.829	2	.414	.862	.428
	Within Groups	24.505	51	.480		
	Total	25.333	53			
q31 I feel I have been worked too hard	Between Groups	1.643	2	.822	1.070	.351
	Within Groups	39.171	51	.768		
	Total	40.815	53			
q32 I feel that others around me are not working hard enough.	Between Groups	.450	2	.225	.306	.738
	Within Groups	37.476	51	.735		
	Total	37.926	53			
q33 There is too much bickering and fighting at work	Between Groups	.783	2	.391	.515	.601
	Within Groups	38.010	50	.760		
	Total	38.792	52			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q34 I have to work harder at my job because of the incompetence of co-workers.	Between Groups	.606	2	.303	.416	.662
	Within Groups	36.376	50	.728		
	Total	36.981	52			
q35 I have contemplated quitting my job here.	Between Groups	8.113E-02	2	4.057E-02	.043	.958
	Within Groups	46.900	50	.938		
	Total	46.981	52			
q36 This hotel property has low employee turnover rates.	Between Groups	2.675	2	1.337	2.372	.104
	Within Groups	27.633	49	.564		
	Total	30.308	51			
q37 The majority of our employees have been employed at this hotel for at least one year	Between Groups	.224	2	.112	.209	.812
	Within Groups	26.795	50	.536		
	Total	27.019	52			
q38 Employee absence has affected our level of customer satisfaction.	Between Groups	3.414	2	1.707	2.763	.073
	Within Groups	30.888	50	.618		
	Total	34.302	52			
q39 We are constantly under-staffed.	Between Groups	.444	2	.222	.338	.715
	Within Groups	32.839	50	.657		
	Total	33.283	52			
q40 We have a loyal group of stable employees	Between Groups	1.566	2	.783	1.016	.369
	Within Groups	38.510	50	.770		
	Total	40.075	52			
q41 We constantly have employee no-shows.	Between Groups	.888	2	.444	.618	.543
	Within Groups	35.905	50	.718		
	Total	36.792	52			

ONEWAY ANALYSIS
WORK ENVIRONMENT vs. ALL QUESTIONS (19 vs. 1 - 18, 20 - 48)

TABLE XV, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q42 We are constantly looking for new employees.	Between Groups	.333	2	.166	.261	.771
	Within Groups	31.856	50	.637		
	Total	32.189	52			
q43 My organization stresses customer satisfaction	Between Groups	.283	2	.141	.439	.647
	Within Groups	15.775	49	.322		
	Total	16.058	51			
q44 I have many interactions with customers	Between Groups	3.291	2	1.646	3.518	.037
	Within Groups	23.388	50	.468		
	Total	26.679	52			
q45 Satisfying a customer is the most important aspect of my job.	Between Groups	1.601	2	.800	1.772	.181
	Within Groups	22.588	50	.452		
	Total	24.189	52			
q46 I feel I would serve customers better if it were not for all of the red tape	Between Groups	.715	2	.357	.480	.621
	Within Groups	37.210	50	.744		
	Total	37.925	52			
q47 I feel I am effective at making my customers satisfied	Between Groups	.328	2	.164	.311	.734
	Within Groups	26.351	50	.527		
	Total	26.679	52			
q48 The service level at this hotel is constantly exceeding expectations.	Between Groups	.606	2	.303	.432	.652
	Within Groups	34.375	49	.702		
	Total	34.981	51			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q1 This company has helpful employee training	Disagree	24	2.4583	.7790	.1590	2.1294	2.7873	1.00	3.00
	Neutral	6	2.1667	.7528	.3073	1.3767	2.9567	1.00	3.00
	Agree	24	2.3333	.7614	.1554	2.0118	2.6548	1.00	3.00
	Total	54	2.3704	.7597	.1034	2.1630	2.5777	1.00	3.00
q2 Our employee training programs are effective	Disagree	24	2.0417	.8065	.1646	1.7011	2.3822	1.00	3.00
	Neutral	6	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Agree	22	2.2273	.8691	.1853	1.8419	2.6126	1.00	3.00
	Total	52	2.1154	.7835	.1087	1.8973	2.3335	1.00	3.00
q3 We need more employee training implemented.	Disagree	22	2.2727	.9351	.1994	1.8581	2.6873	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	20	2.6000	.6806	.1522	2.2815	2.9185	1.00	3.00
	Total	48	2.4167	.7945	.1147	2.1860	2.6474	1.00	3.00
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own	Disagree	24	2.0417	.9546	.1949	1.6386	2.4448	1.00	3.00
	Neutral	5	2.4000	.5477	.2449	1.7199	3.0801	2.00	3.00
	Agree	23	2.2174	.9514	.1984	1.8060	2.6288	1.00	3.00
	Total	52	2.1538	.9158	.1270	1.8989	2.4088	1.00	3.00
q5 My organization stresses customer service training.	Disagree	24	2.0833	.9286	.1896	1.6912	2.4755	1.00	3.00
	Neutral	6	2.3333	.8165	.3333	1.4765	3.1902	1.00	3.00
	Agree	24	2.5000	.7223	.1474	2.1950	2.8050	1.00	3.00
	Total	54	2.2963	.8385	.1141	2.0674	2.5252	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q6 I have had customer service training in the last six months.	Disagree	24	2.1250	.9470	.1933	1.7251	2.5249	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	22	2.1364	.9409	.2006	1.7192	2.5535	1.00	3.00
	Total	52	2.1346	.8863	.1229	1.8879	2.3813	1.00	3.00
q7 I only had customer service training when I began my job here.	Disagree	24	1.3750	.6469	.1320	1.1018	1.6482	1.00	3.00
	Neutral	6	2.0000	.6325	.2582	1.3363	2.6637	1.00	3.00
	Agree	23	1.8696	.9679	.2018	1.4510	2.2881	1.00	3.00
	Total	53	1.6604	.8307	.1141	1.4314	1.8894	1.00	3.00
q8 I have had no customer service training at this job.	Disagree	24	1.6667	.9168	.1871	1.2795	2.0538	1.00	3.00
	Neutral	6	1.8333	.4082	.1667	1.4049	2.2618	1.00	2.00
	Agree	20	1.6000	.8826	.1974	1.1869	2.0131	1.00	3.00
	Total	50	1.6600	.8478	.1199	1.4191	1.9009	1.00	3.00
q9 We are empowered.	Disagree	21	2.0952	.7684	.1677	1.7455	2.4450	1.00	3.00
	Neutral	5	2.2000	.4472	.2000	1.6447	2.7553	2.00	3.00
	Agree	24	2.1250	.6797	.1387	1.8380	2.4120	1.00	3.00
	Total	50	2.1200	.6893	9.748E-02	1.9241	2.3159	1.00	3.00
q10 When hiring, the interview process for this company is not thorough enough.	Disagree	24	2.0417	.7506	.1532	1.7247	2.3586	1.00	3.00
	Neutral	6	1.8333	.7528	.3073	1.0433	2.6233	1.00	3.00
	Agree	24	2.1667	.5647	.1153	1.9282	2.4051	1.00	3.00
	Total	54	2.0741	.6688	9.101E-02	1.8915	2.2566	1.00	3.00
q11 I have to many things to accomplish at work and not enough time to do them all	Disagree	24	1.7500	.7940	.1621	1.4147	2.0853	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	22	2.5909	.7341	.1565	2.2654	2.9164	1.00	3.00
	Total	52	2.1538	.8257	.1145	1.9240	2.3837	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q12 I have too much paperwork.	Disagree	24	1.4583	.7211	.1472	1.1539	1.7628	1.00	3.00
	Neutral	6	1.8333	.7528	.3073	1.0433	2.6233	1.00	3.00
	Agree	23	2.0870	.9960	.2077	1.6562	2.5177	1.00	3.00
	Total	53	1.7736	.8910	.1224	1.5280	2.0192	1.00	3.00
q13 Many of the rules and procedures make doing a good job difficult	Disagree	24	1.5833	.8297	.1694	1.2330	1.9337	1.00	3.00
	Neutral	6	2.1667	.7528	.3073	1.3767	2.9567	1.00	3.00
	Agree	23	2.1739	.8341	.1739	1.8132	2.5346	1.00	3.00
	Total	53	1.9057	.8608	.1182	1.6684	2.1429	1.00	3.00
q14 I often feel that I do not know what is going on with the organization.	Disagree	24	1.6250	.8754	.1787	1.2554	1.9946	1.00	3.00
	Neutral	6	2.0000	.6325	.2582	1.3363	2.6637	1.00	3.00
	Agree	24	1.9167	.9743	.1989	1.5053	2.3281	1.00	3.00
	Total	54	1.7963	.8982	.1222	1.5511	2.0415	1.00	3.00
q15 My supervisor is competent in performing his/ her job.	Disagree	24	2.8333	.3807	7.771E-02	2.6726	2.9941	2.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	21	2.3810	.8047	.1756	2.0146	2.7473	1.00	3.00
	Total	51	2.6078	.6349	8.891E-02	2.4293	2.7864	1.00	3.00
q16 When I have questions, I feel my supervisor is approachable.	Disagree	23	2.9130	.2881	6.007E-02	2.7885	3.0376	2.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	24	2.5000	.7802	.1593	2.1706	2.8294	1.00	3.00
	Total	53	2.6604	.6184	8.495E-02	2.4899	2.8308	1.00	3.00
q17 My supervisor is fair to me.	Disagree	23	2.7391	.6192	.1291	2.4714	3.0069	1.00	3.00
	Neutral	6	2.1667	.7528	.3073	1.3767	2.9567	1.00	3.00
	Agree	24	2.3750	.8242	.1682	2.0270	2.7230	1.00	3.00
	Total	53	2.5094	.7499	.1030	2.3027	2.7161	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q18 My supervisor shows too little interest in the feelings of subordinates.	Disagree	24	1.7917	.8330	.1700	1.4399	2.1434	1.00	3.00
	Neutral	6	2.0000	.6325	.2582	1.3363	2.6637	1.00	3.00
	Agree	23	1.8261	.8869	.1849	1.4426	2.2096	1.00	3.00
	Total	53	1.8302	.8259	.1134	1.6025	2.0578	1.00	3.00
q19 I like my co-workers.	Disagree	24	2.7500	.5316	.1085	2.5255	2.9745	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	23	2.7826	.5184	.1081	2.5584	3.0068	1.00	3.00
	Total	53	2.7358	.5244	7.204E-02	2.5913	2.8804	1.00	3.00
q20 Our company provides rewards to employees based on length of employment	Disagree	24	2.5000	.8341	.1703	2.1478	2.8522	1.00	3.00
	Neutral	5	2.0000	.7071	.3162	1.1220	2.8780	1.00	3.00
	Agree	23	2.0000	.9045	.1886	1.6089	2.3911	1.00	3.00
	Total	52	2.2308	.8771	.1216	1.9866	2.4749	1.00	3.00
q21 Our company strives to keep its employees happy.	Disagree	23	2.5217	.6653	.1387	2.2340	2.8095	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	23	2.2174	.7952	.1658	1.8735	2.5613	1.00	3.00
	Total	52	2.3462	.7108	9.857E-02	2.1483	2.5441	1.00	3.00
q22 The benefits and salary we receive are as good as most other competitors in the area	Disagree	24	2.5417	.7211	.1472	2.2372	2.8461	1.00	3.00
	Neutral	6	1.8333	.7528	.3073	1.0433	2.6233	1.00	3.00
	Agree	24	1.9583	.9079	.1853	1.5750	2.3417	1.00	3.00
	Total	54	2.2037	.8552	.1164	1.9703	2.4371	1.00	3.00
q23 There are benefits we do not have which we should	Disagree	24	2.2500	.8470	.1729	1.8923	2.6077	1.00	3.00
	Neutral	6	2.0000	.6325	.2582	1.3363	2.6637	1.00	3.00
	Agree	24	2.4167	.7755	.1583	2.0892	2.7441	1.00	3.00
	Total	54	2.2963	.7922	.1078	2.0801	2.5125	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q24 When I do a good job, I receive recognition for it	Disagree	24	2.1250	.8502	.1735	1.7660	2.4840	1.00	3.00
	Neutral	5	2.0000	.7071	.3162	1.1220	2.8780	1.00	3.00
	Agree	23	1.8261	.8341	.1739	1.4654	2.1868	1.00	3.00
	Total	52	1.9808	.8282	.1148	1.7502	2.2113	1.00	3.00
q25 Individuals who perform well at their job stand a good chance of being promoted.	Disagree	24	2.2500	.8470	.1729	1.8923	2.6077	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	24	2.0000	.7223	.1474	1.6950	2.3050	1.00	3.00
	Total	54	2.1481	.7625	.1038	1.9400	2.3563	1.00	3.00
q26 I am satisfied with my chances for salary increases.	Disagree	24	2.0417	.8587	.1753	1.6791	2.4043	1.00	3.00
	Neutral	6	1.8333	.4082	.1667	1.4049	2.2618	1.00	2.00
	Agree	23	1.8261	.8341	.1739	1.4654	2.1868	1.00	3.00
	Total	53	1.9245	.8050	.1106	1.7026	2.1464	1.00	3.00
q27 In relation to salary, I feel appreciated by the organization	Disagree	24	2.1667	.7614	.1554	1.8452	2.4882	1.00	3.00
	Neutral	5	1.6000	.5477	.2449	.9199	2.2801	1.00	2.00
	Agree	24	1.7500	.6757	.1379	1.4647	2.0353	1.00	3.00
	Total	53	1.9245	.7298	.1003	1.7234	2.1257	1.00	3.00
q28 I feel pride in my job.	Disagree	24	2.6250	.7109	.1451	2.3248	2.9252	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.0417	.8065	.1646	1.7011	2.3822	1.00	3.00
	Total	54	2.3519	.7808	.1063	2.1387	2.5650	1.00	3.00
q29 I sometimes feel my job is pointless.	Disagree	24	1.9583	.9546	.1949	1.5552	2.3614	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.1667	.7614	.1554	1.8452	2.4882	1.00	3.00
	Total	54	2.1111	.8393	.1142	1.8820	2.3402	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q30 I like doing this job.	Disagree	24	2.7500	.6079	.1241	2.4933	3.0067	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.3750	.7697	.1571	2.0500	2.7000	1.00	3.00
	Total	54	2.5556	.6914	9.408E-02	2.3668	2.7443	1.00	3.00
q31 I feel I have been worked too hard	Disagree	24	1.6250	.8754	.1787	1.2554	1.9946	1.00	3.00
	Neutral	6	1.8333	.7528	.3073	1.0433	2.6233	1.00	3.00
	Agree	24	2.0833	.8805	.1797	1.7115	2.4552	1.00	3.00
	Total	54	1.8519	.8775	.1194	1.6123	2.0914	1.00	3.00
q32 I feel that others around me are not working hard enough.	Disagree	24	1.5833	.8297	.1694	1.2330	1.9337	1.00	3.00
	Neutral	6	2.0000	.6325	.2582	1.3363	2.6637	1.00	3.00
	Agree	24	2.4167	.7173	.1464	2.1138	2.7195	1.00	3.00
	Total	54	2.0000	.8467	.1152	1.7689	2.2311	1.00	3.00
q33 There is too much bickering and fighting at work.	Disagree	24	1.2917	.6241	.1274	1.0281	1.5552	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.2917	.8065	.1646	1.9511	2.6322	1.00	3.00
	Total	54	1.8704	.8697	.1184	1.6330	2.1078	1.00	3.00
q34 I have to work harder at my job because of the incompetence of co-workers.	Disagree	24	1.3750	.6469	.1320	1.1018	1.6482	1.00	3.00
	Neutral	6	2.0000	.0000	.0000	2.0000	2.0000	2.00	2.00
	Agree	23	2.6087	.6564	.1369	2.3249	2.8925	1.00	3.00
	Total	53	1.9811	.8433	.1158	1.7487	2.2136	1.00	3.00
q36 This hotel property has low employee turnover rates.	Disagree	24	1.5000	.6594	.1346	1.2216	1.7784	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	23	1.6087	.8913	.1859	1.2233	1.9941	1.00	3.00
	Total	53	1.6226	.7653	.1051	1.4117	1.8336	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q37 The majority of our employees have been employed at this hotel for at least one year	Disagree	24	1.6250	.8754	.1787	1.2554	1.9946	1.00	3.00
	Neutral	6	1.8333	.4082	.1667	1.4049	2.2618	1.00	2.00
	Agree	24	1.5000	.6594	.1346	1.2216	1.7784	1.00	3.00
	Total	54	1.5926	.7402	.1007	1.3906	1.7946	1.00	3.00
q38 Employee absence has affected our level of customer satisfaction.	Disagree	24	1.9583	.8587	.1753	1.5957	2.3209	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	24	2.5833	.7173	.1464	2.2805	2.8862	1.00	3.00
	Total	54	2.2778	.8107	.1103	2.0565	2.4991	1.00	3.00
q39 We are constantly under-staffed	Disagree	24	1.8750	.7974	.1628	1.5383	2.2117	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	24	2.6250	.7109	.1451	2.3248	2.9252	1.00	3.00
	Total	54	2.2407	.7994	.1088	2.0225	2.4589	1.00	3.00
q40 We have a loyal group of stable employees.	Disagree	24	2.0833	.9286	.1896	1.6912	2.4755	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	24	2.1667	.9168	.1871	1.7795	2.5538	1.00	3.00
	Total	54	2.1481	.8775	.1194	1.9086	2.3877	1.00	3.00
q41 We constantly have employee no-shows.	Disagree	24	2.0833	.9286	.1896	1.6912	2.4755	1.00	3.00
	Neutral	6	1.8333	.4082	.1667	1.4049	2.2618	1.00	2.00
	Agree	23	2.3043	.8221	.1714	1.9488	2.6599	1.00	3.00
	Total	53	2.1509	.8412	.1155	1.9191	2.3828	1.00	3.00
q42 We are constantly looking for new employees	Disagree	24	2.1250	.9470	.1933	1.7251	2.5249	1.00	3.00
	Neutral	6	2.1667	.4082	.1667	1.7382	2.5951	2.00	3.00
	Agree	24	2.6667	.5647	.1153	2.4282	2.9051	1.00	3.00
	Total	54	2.3704	.7842	.1067	2.1563	2.5844	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART A: DESCRIPTIVES

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper Bound		
q43 My organization stresses customer satisfaction	Disagree	24	2.7500	.5316	.1085	2.5255	2.9745	1.00	3.00
	Neutral	5	2.4000	.5477	.2449	1.7199	3.0801	2.00	3.00
	Agree	23	2.5217	.5931	.1237	2.2653	2.7782	1.00	3.00
	Total	52	2.6154	.5655	7.842E-02	2.4580	2.7728	1.00	3.00
q44 I have many interactions with customers	Disagree	24	2.6250	.7697	.1571	2.3000	2.9500	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.6250	.7109	.1451	2.3248	2.9252	1.00	3.00
	Total	54	2.6111	.7115	9.683E-02	2.4169	2.8053	1.00	3.00
q45 Satisfying a customer is the most important aspect of my job.	Disagree	24	2.6667	.7614	.1554	2.3452	2.9882	1.00	3.00
	Neutral	6	2.5000	.5477	.2236	1.9252	3.0748	2.00	3.00
	Agree	24	2.6667	.6370	.1300	2.3977	2.9357	1.00	3.00
	Total	54	2.6481	.6773	9.217E-02	2.4633	2.8330	1.00	3.00
q46 I feel I would serve customers better if it were not for all of the red tape	Disagree	24	1.7500	.8969	.1831	1.3713	2.1287	1.00	3.00
	Neutral	6	1.8333	.7528	.3073	1.0433	2.6233	1.00	3.00
	Agree	24	2.1667	.8165	.1667	1.8219	2.5114	1.00	3.00
	Total	54	1.9444	.8560	.1165	1.7108	2.1781	1.00	3.00
q47 I feel I am effective at making my customers satisfied	Disagree	24	2.5000	.8341	.1703	2.1478	2.8522	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	23	2.7826	.5997	.1251	2.5233	3.0420	1.00	3.00
	Total	53	2.6038	.7163	9.839E-02	2.4063	2.8012	1.00	3.00
q48 The service level at this hotel is constantly exceeding expectations	Disagree	24	2.1667	.8681	.1772	1.8001	2.5332	1.00	3.00
	Neutral	6	2.3333	.5164	.2108	1.7914	2.8753	2.00	3.00
	Agree	23	1.6957	.7648	.1595	1.3649	2.0264	1.00	3.00
	Total	53	1.9811	.8202	.1127	1.7551	2.2072	1.00	3.00

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q1 This company has helpful employee training.	.284	2	51	.754
q2 Our employee training programs are effective.	8.782	2	49	.001
q3 We need more employee training implemented.	6.248	2	45	.004
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own.	4.062	2	49	.023
q5 My organization stresses customer service training.	2.391	2	51	.102
q6 I have had customer service training in the last six months.	9.491	2	49	.000
q7 I only had customer service training when I began my job here.	10.405	2	50	.000
q8 I have had no customer service training at this job	6.307	2	47	.004
q9 We are empowered.	.911	2	47	.409
q10 When hiring, the interview process for this company is not thorough enough.	.710	2	51	.496
q11 I have to many things to accomplish at work and not enough time to do them all	2.803	2	49	.070
q12 I have too much paperwork	8.297	2	50	.001
q13 Many of the rules and procedures make doing a good job difficult.	.508	2	50	.605
q14 I often feel that I do not know what is going on with the organization.	6.989	2	51	.002
q15 My supervisor is competent in performing his/ her job	12.668	2	48	.000
q16 When I have questions, I feel my supervisor is approachable.	16.039	2	50	.000
q17 My supervisor is fair to me	3.272	2	50	.046
q18 My supervisor shows too little interest in the feelings of subordinates	3.307	2	50	.045
q19 I like my co-workers.	.418	2	50	.660
q20 Our company provides rewards to employees based on length of employment	1.625	2	49	.207

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q21 Our company strives to keep its employees happy.	3.405	2	49	.041
q22 The benefits and salary we receive are as good as most other competitors in the area.	1.808	2	51	.174
q23 There are benefits we do not have which we should	3.023	2	51	.057
q24 When I do a good job, I receive recognition for it.	1.370	2	49	.264
q25 Individuals who perform well at their job stand a good chance of being promoted.	2.575	2	51	.086
q26 I am satisfied with my chances for salary increases.	3.089	2	50	.054
q27 In relation to salary, I feel appreciated by the organization.	.381	2	50	.685
q28 I feel pride in my job.	.344	2	51	.710
q29 I sometimes feel my job is pointless.	4.422	2	51	.017
q30 I like doing this job	3.026	2	51	.057
q31 I feel I have been worked too hard	.834	2	51	.440
q32 I feel that others around me are not working hard enough.	2.898	2	51	.064
q33 There is too much bickering and fighting at work	2.898	2	51	.064
q34 I have to work harder at my job because of the incompetence of co-workers.	6.986	2	50	.002
q36 This hotel property has low employee turnover rates.	6.797	2	50	.002
q37 The majority of our employees have been employed at this hotel for at least one year.	6.610	2	51	.003
q38 Employee absence has affected our level of customer satisfaction	1.351	2	51	.268
q39 We are constantly under-staffed.	2.030	2	51	.142
q40 We have a loyal group of stable employees.	3.674	2	51	.032
q41 We constantly have employee no-shows.	6.320	2	50	.004
q42 We are constantly looking for new employees.	15.418	2	51	.000

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART B: TEST OF HOMOGENEITY OF VARIANCES

	Levene Statistic	df1	df2	Sig.
q43 My organization stresses customer satisfaction.	1.591	2	49	.214
q44 I have many interactions with customers.	.123	2	51	.885
q45 Satisfying a customer is the most important aspect of my job.	.113	2	51	.893
q46 I feel I would serve customers better if it were not for all of the red tape.	1.297	2	51	.282
q47 I feel I am effective at making my customers satisfied	3.827	2	50	.028
q48 The service level at this hotel is constantly exceeding expectations.	2.050	2	50	.139

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q1 This company has helpful employee training	Between Groups	.468	2	.234	.396	.675
	Within Groups	30.125	51	.591		
	Total	30.593	53			
q2 Our employee training programs are effective.	Between Groups	.486	2	.243	.386	.682
	Within Groups	30.822	49	.629		
	Total	31.308	51			
q3 We need more employee training implemented	Between Groups	1.170	2	.585	.924	.405
	Within Groups	28.497	45	.633		
	Total	29.667	47			
q4 You have to complete a certain amount of training hours before you are allowed to perform a job on your own	Between Groups	.698	2	.349	.406	.668
	Within Groups	42.071	49	.859		
	Total	42.769	51			
q5 My organization stresses customer service training.	Between Groups	2.093	2	1.046	1.517	.229
	Within Groups	35.167	51	.690		
	Total	37.259	53			
q6 I have had customer service training in the last six months	Between Groups	8.450E-03	2	4.225E-03	.005	.995
	Within Groups	40.049	49	.817		
	Total	40.058	51			
q7 I only had customer service training when I began my job here.	Between Groups	3.653	2	1.827	2.833	.068
	Within Groups	32.234	50	.645		
	Total	35.887	52			
q8 I have had no customer service training at this job	Between Groups	.253	2	.127	.170	.844
	Within Groups	34.967	47	.744		
	Total	35.220	49			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q9 We are empowered.	Between Groups	4.548E-02	2	2.274E-02	.046	.955
	Within Groups	23.235	47	.494		
	Total	23.280	49			
q10 When hiring, the interview process for this company is not thorough enough.	Between Groups	.579	2	.289	.638	.532
	Within Groups	23.125	51	.453		
	Total	23.704	53			
q11 I have to many things to accomplish at work and not enough time to do them all.	Between Groups	8.118	2	4.059	7.462	.001
	Within Groups	26.652	49	.544		
	Total	34.769	51			
q12 I have too much paperwork.	Between Groups	4.665	2	2.333	3.185	.050
	Within Groups	36.618	50	.732		
	Total	41.283	52			
q13 Many of the rules and procedures make doing a good job difficult.	Between Groups	4.557	2	2.279	3.354	.043
	Within Groups	33.971	50	.679		
	Total	38.528	52			
q14 I often feel that I do not know what is going on with the organization.	Between Groups	1.301	2	.650	.800	.455
	Within Groups	41.458	51	.813		
	Total	42.759	53			
q15 My supervisor is competent in performing his/ her job.	Between Groups	2.371	2	1.186	3.200	.050
	Within Groups	17.786	48	.371		
	Total	20.157	50			
q16 When I have questions, I feel my supervisor is approachable.	Between Groups	2.727	2	1.364	3.974	.025
	Within Groups	17.159	50	.343		
	Total	19.887	52			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q17 My supervisor is fair to me.	Between Groups	2.352	2	1.176	2.187	.123
	Within Groups	26.893	50	.538		
	Total	29.245	52			
q18 My supervisor shows too little interest in the feelings of subordinates.	Between Groups	.209	2	.105	.148	.863
	Within Groups	35.263	50	.705		
	Total	35.472	52			
q19 I like my co-workers.	Between Groups	.389	2	.194	.699	.502
	Within Groups	13.913	50	.278		
	Total	14.302	52			
q20 Our company provides rewards to employees based on length of employment.	Between Groups	3.231	2	1.615	2.199	.122
	Within Groups	36.000	49	.735		
	Total	39.231	51			
q21 Our company strives to keep its employees happy	Between Groups	1.284	2	.642	1.284	.286
	Within Groups	24.486	49	.500		
	Total	25.769	51			
q22 The benefits and salary we receive are as good as most other competitors in the area.	Between Groups	5.009	2	2.505	3.785	.029
	Within Groups	33.750	51	.662		
	Total	38.759	53			
q23 There are benefits we do not have which we should	Between Groups	.926	2	.463	.730	.487
	Within Groups	32.333	51	.634		
	Total	33.259	53			
q24 When I do a good job, I receive recognition for it	Between Groups	1.051	2	.526	.759	.473
	Within Groups	33.929	49	.692		
	Total	34.981	51			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q25 Individuals who perform well at their job stand a good chance of being promoted.	Between Groups	.981	2	.491	.839	.438
	Within Groups	29.833	51	.585		
	Total	30.815	53			
q26 I am satisfied with my chances for salary increases.	Between Groups	.602	2	.301	.455	.637
	Within Groups	33.096	50	.662		
	Total	33.698	52			
q27 In relation to salary, I feel appreciated by the organization.	Between Groups	2.665	2	1.332	2.661	.080
	Within Groups	25.033	50	.501		
	Total	27.698	52			
q28 I feel pride in my job.	Between Groups	4.231	2	2.116	3.842	.028
	Within Groups	28.083	51	.551		
	Total	32.315	53			
q29 I sometimes feel my job is pointless.	Between Groups	1.542	2	.771	1.098	.341
	Within Groups	35.792	51	.702		
	Total	37.333	53			
q30 I like doing this job.	Between Groups	1.708	2	.854	1.844	.169
	Within Groups	23.625	51	.463		
	Total	25.333	53			
q31 I feel I have been worked too hard.	Between Groups	2.523	2	1.262	1.680	.196
	Within Groups	38.292	51	.751		
	Total	40.815	53			
q32 I feel that others around me are not working hard enough.	Between Groups	8.333	2	4.167	7.163	.002
	Within Groups	29.667	51	.582		
	Total	38.000	53			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q33 There is too much bickering and fighting at work.	Between Groups	14.676	2	7.338	14.724	.000
	Within Groups	25.417	51	.498		
	Total	40.093	53			
q34 I have to work harder at my job because of the incompetence of co-workers.	Between Groups	17.878	2	8.939	23.396	.000
	Within Groups	19.103	50	.382		
	Total	36.981	52			
q36 This hotel property has low employee turnover rates	Between Groups	2.141	2	1.071	1.891	.162
	Within Groups	28.312	50	.566		
	Total	30.453	52			
q37 The majority of our employees have been employed at this hotel for at least one year.	Between Groups	.579	2	.289	.519	.598
	Within Groups	28.458	51	.558		
	Total	29.037	53			
q38 Employee absence has affected our level of customer satisfaction.	Between Groups	4.708	2	2.354	3.985	.025
	Within Groups	30.125	51	.591		
	Total	34.833	53			
q39 We are constantly under-staffed.	Between Groups	6.787	2	3.394	6.390	.003
	Within Groups	27.083	51	.531		
	Total	33.870	53			
q40 We have a loyal group of stable employees.	Between Groups	.315	2	.157	.198	.821
	Within Groups	40.500	51	.794		
	Total	40.815	53			
q41 We constantly have employee no-shows.	Between Groups	1.256	2	.628	.884	.420
	Within Groups	35.536	50	.711		
	Total	36.792	52			

ONEWAY ANALYSIS
EMPLOYEE TURNOVER vs. ALL QUESTIONS (35 vs. 1 - 34, 36 - 48)

TABLE XVI, PART C: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
q-42 We are constantly looking for new employees.	Between Groups	3.801	2	1.900	3.366	.042
	Within Groups	28.792	51	.565		
	Total	32.593	53			
q-43 My organization stresses customer satisfaction.	Between Groups	.869	2	.434	1.378	.262
	Within Groups	15.439	49	.315		
	Total	16.308	51			
q-44 I have many interactions with customers.	Between Groups	8.333E-02	2	4.167E-02	.079	.924
	Within Groups	26.750	51	.525		
	Total	26.833	53			
q-45 Satisfying a customer is the most important aspect of my job.	Between Groups	.148	2	7.407E-02	.156	.856
	Within Groups	24.167	51	.474		
	Total	24.315	53			
q-46 I feel I would serve customers better if it were not for all of the red tape.	Between Groups	2.167	2	1.083	1.507	.231
	Within Groups	36.667	51	.719		
	Total	38.833	53			
q-47 I feel I am effective at making my customers satisfied.	Between Groups	1.433	2	.716	1.419	.252
	Within Groups	25.246	50	.505		
	Total	26.679	52			
q-48 The service level at this hotel is constantly exceeding expectations.	Between Groups	3.445	2	1.722	2.731	.075
	Within Groups	31.536	50	.631		
	Total	34.981	52			

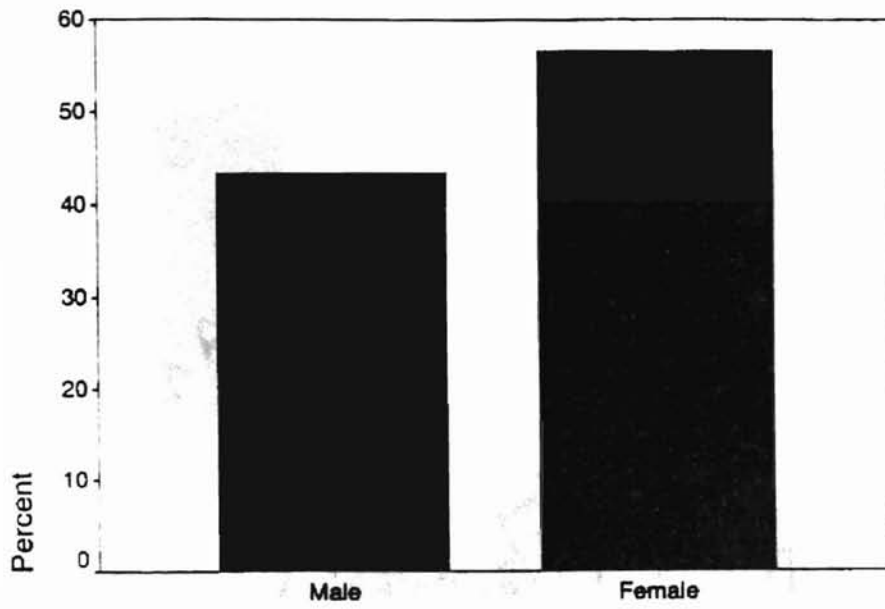
ONEWAY ANALYSIS
EMPLOYEE TURNOVER AS IT RELATES TO SIGNIFICANT ANSWERS

TABLE XVI. PART D: DESCRIPTIVES AND ANOVA INFORMATION COMBINED

		N	Mean	Std. Deviation	Std. Error	95% Confidence		Min.	Max.	Sig.
						Lower Bound	Upper Bound			
q33 There is too much bickering and fighting at work.	Disagree	24	1.2917	0.6241	0.1274	1.0281	1.5552	1	3	0.000
	Neutral	6	2.5000	0.5477	0.2236	1.9252	3.0748	2	3	
	Agree	24	2.2917	0.8065	0.1646	1.9511	2.6322	1	3	
	Total	54	1.8704	0.8697	0.1184	1.6330	2.1078	1	3	
q34 I have to work harder at my job because of the incompetence of co-workers.	Disagree	24	1.3750	0.6469	0.1320	1.1018	1.6482	1	3	0.000
	Neutral	6	2.0000	0.0000	0.0000	2.0000	2.0000	2	2	
	Agree	23	2.6087	0.6564	0.1369	2.3249	2.8925	1	3	
	Total	53	1.9811	0.8433	0.1158	1.7487	2.2136	1	3	
q11 I have to many things to accomplish at work and not enough time to do them all.	Disagree	24	1.7500	0.7940	0.1621	1.4147	2.0853	1	3	0.001
	Neutral	6	2.1667	0.4082	0.1667	1.7382	2.5951	2	3	
	Agree	22	2.5909	0.7341	0.1565	2.2654	2.9164	1	3	
	Total	52	2.1538	0.8257	0.1145	1.9240	2.3837	1	3	
q32 I feel that others around me are not working hard enough.	Disagree	24	1.5833	0.8297	0.1694	1.2330	1.9337	1	3	0.002
	Neutral	6	2.0000	0.6325	0.2582	1.3363	2.6637	1	3	
	Agree	24	2.4167	0.7173	0.1464	2.1138	2.7195	1	3	
	Total	54	2.0000	0.8467	0.1152	1.7689	2.2311	1	3	
q39 We are constantly understaffed.	Disagree	24	1.8750	0.7974	0.1628	1.5383	2.2117	1	3	0.003
	Neutral	6	2.1667	0.4082	0.1667	1.7382	2.5951	2	3	
	Agree	24	2.6250	0.7109	0.1451	2.3248	2.9252	1	3	
	Total	54	2.2407	0.7994	0.1088	2.0225	2.4589	1	3	
q16 When I have questions, I feel my supervisor is approachable.	Disagree	23	2.9130	0.2881	0.0601	2.7885	3.0376	2	3	0.025
	Neutral	6	2.3333	0.5164	0.2108	1.7914	2.8753	2	3	
	Agree	24	2.5000	0.7802	0.1593	2.1706	2.8294	1	3	
	Total	53	2.6604	0.6184	0.0849	2.4899	2.8308	1	3	
q38 Employee absence has affected our level of customer satisfaction.	Disagree	24	1.9583	0.8587	0.1753	1.5957	2.3209	1	3	0.025
	Neutral	6	2.3333	0.5164	0.2108	1.7914	2.8753	2	3	
	Agree	24	2.5833	0.7173	0.1464	2.2805	2.8862	1	3	
	Total	54	2.2778	0.8107	0.1103	2.0565	2.4991	1	3	
q28 I feel pride in my job.	Disagree	24	2.6250	0.7109	0.1451	2.3248	2.9252	1	3	0.028
	Neutral	6	2.5000	0.5477	0.2236	1.9252	3.0748	2	3	
	Agree	24	2.0417	0.8065	0.1646	1.7011	2.3822	1	3	
	Total	54	2.3519	0.7808	0.1063	2.1387	2.5650	1	3	
q22 The benefits and salary we receive are as good as most other computers in the area.	Disagree	24	2.5417	0.7211	0.1472	2.2372	2.8461	1	3	0.029
	Neutral	6	1.8333	0.7528	0.3073	1.0433	2.6233	1	3	
	Agree	24	1.9583	0.9079	0.1853	1.5750	2.3417	1	3	
	Total	54	2.2037	0.8552	0.1164	1.9703	2.4371	1	3	
q42 We are constantly looking for new employees.	Disagree	24	2.1250	0.9470	0.1933	1.7251	2.5249	1	3	0.042
	Neutral	6	2.1667	0.4082	0.1667	1.7382	2.5951	2	3	
	Agree	24	2.6667	0.5647	0.1153	2.4282	2.9051	1	3	
	Total	54	2.3704	0.7842	0.1067	2.1563	2.5844	1	3	
q13 Many of the rules and procedures make doing a good job difficult.	Disagree	24	1.5833	0.8297	0.1694	1.2330	1.9337	1	3	0.043
	Neutral	6	2.1667	0.7528	0.3073	1.3767	2.9567	1	3	
	Agree	23	2.1739	0.8341	0.1739	1.8132	2.5346	1	3	
	Total	53	1.9057	0.8608	0.1182	1.6684	2.1429	1	3	
q12 I have too much paperwork.	Disagree	24	1.4583	0.7211	0.1472	1.1539	1.7628	1	3	0.050
	Neutral	6	1.8333	0.7528	0.3073	1.0433	2.6233	1	3	
	Agree	23	2.0870	0.9960	0.2077	1.6562	2.5177	1	3	
	Total	53	1.7736	0.8910	0.1224	1.5280	2.0192	1	3	
q15 My supervisor is competent in performing his/her job.	Disagree	24	2.8333	0.3807	0.0777	2.6726	2.9941	2	3	0.050
	Neutral	6	2.5000	0.5477	0.2236	1.9252	3.0748	2	3	
	Agree	21	2.3810	0.8047	0.1756	2.0146	2.7473	1	3	
	Total	51	2.6078	0.5349	0.0889	2.3293	2.7864	1	3	

DEMOGRAPHIC FREQUENCY FIGURES

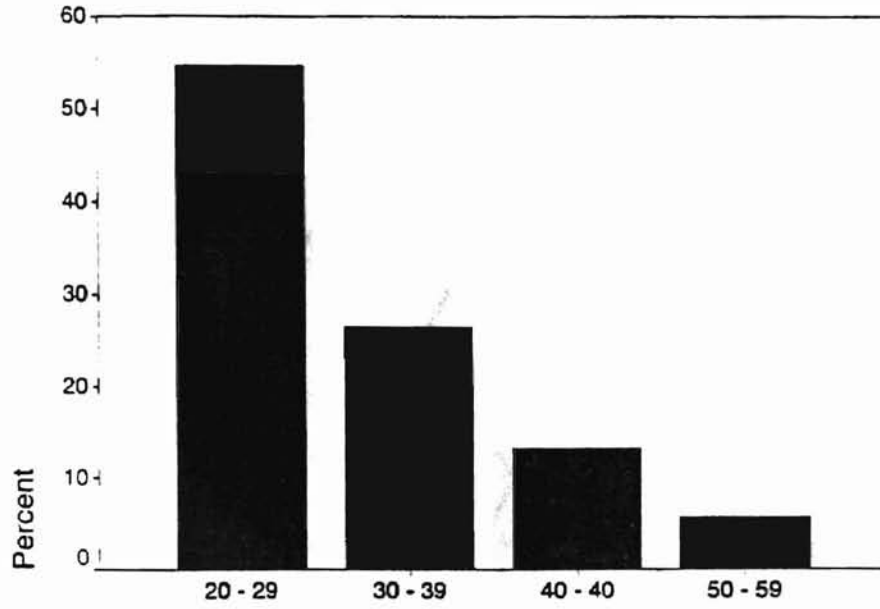
FIGURE I: GENDER (q49)



q49 What is your gender?

DEMOGRAPHIC FREQUENCY FIGURES

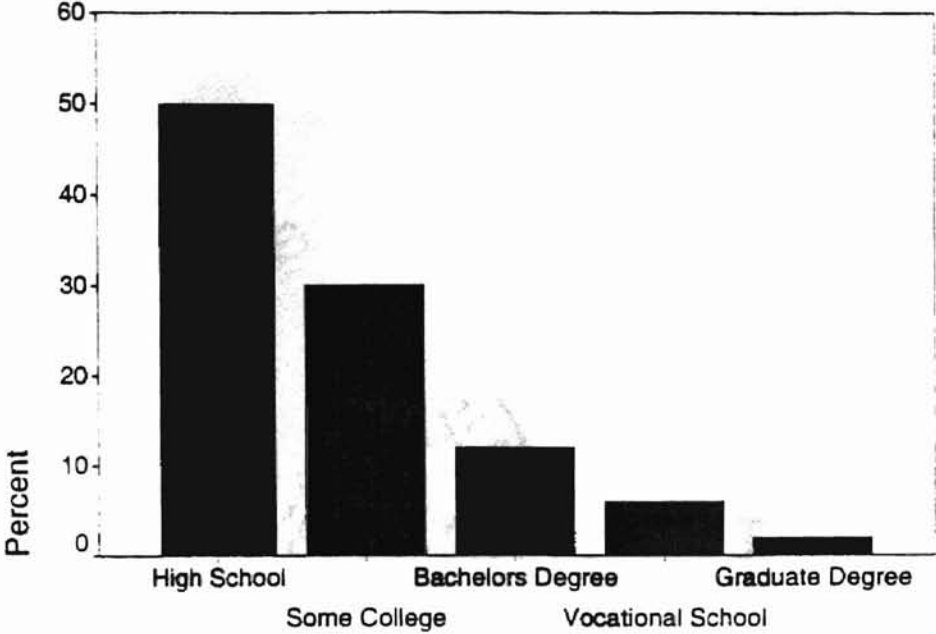
FIGURE II: AGE BRACKET (q50)



q50 Indicate your age bracket (in years).

DEMOGRAPHIC FREQUENCY FIGURES

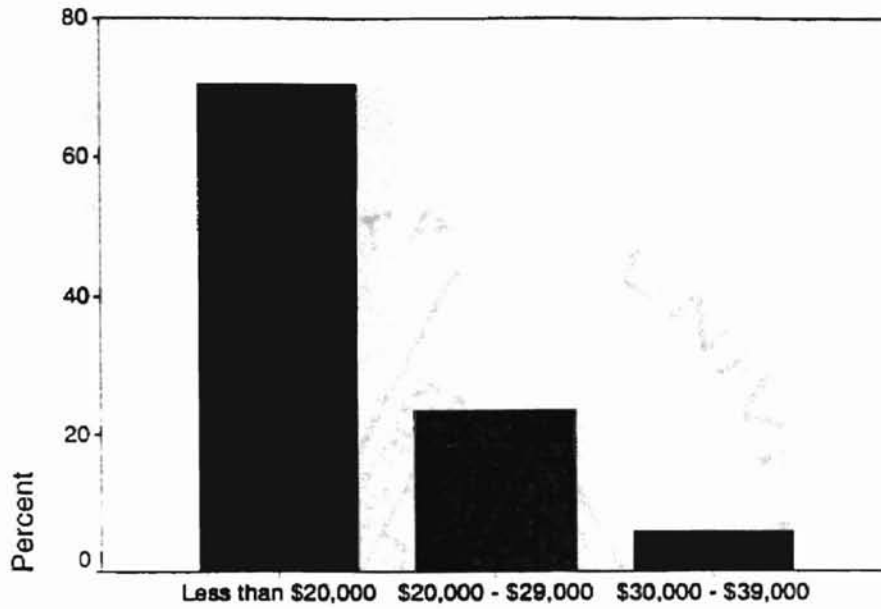
FIGURE III: HIGHEST LEVEL OF EDUCATION (q51)



q51 What is your current level of education (Highest level)?

DEMOGRAPHIC FREQUENCY FIGURES

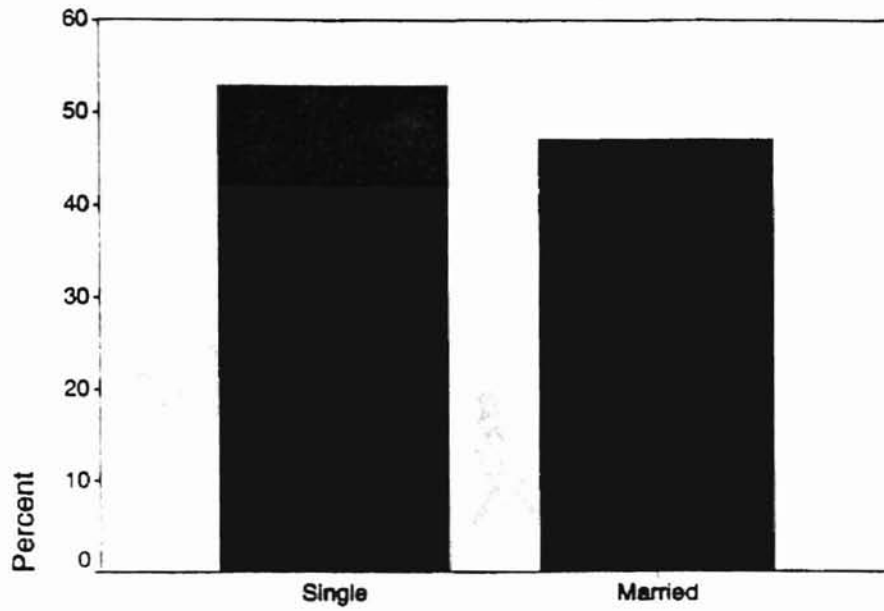
FIGURE IV: INCOME LEVELS (q52)



q52 Indicate your income bracket.

DEMOGRAPHIC FREQUENCY FIGURES

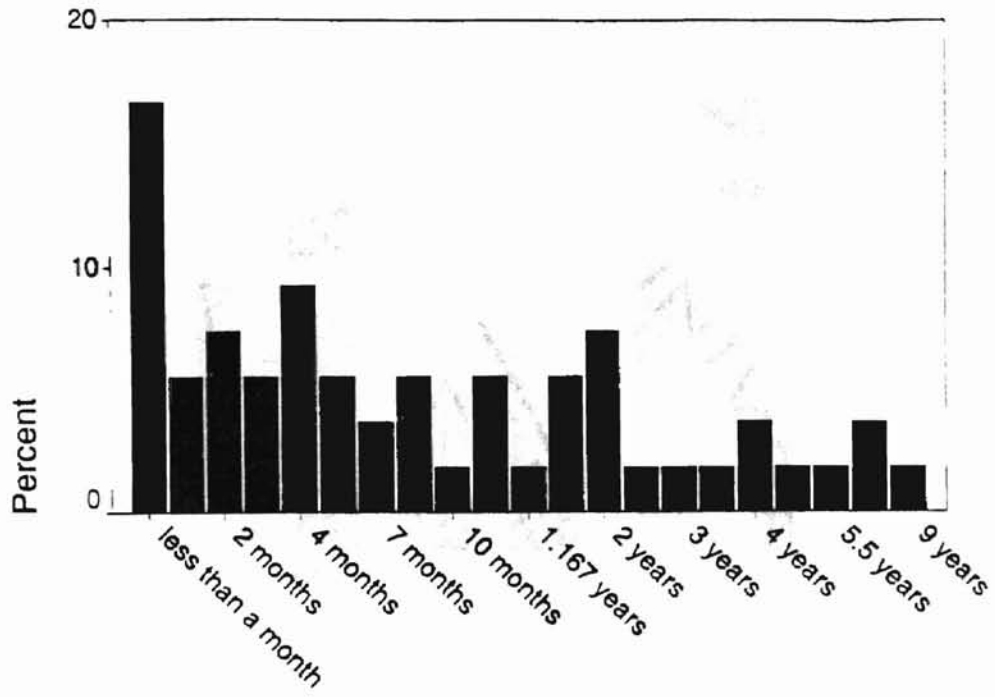
FIGURE V: MARITAL STATUS (q53)



q53 What is your marital status?

DEMOGRAPHIC FREQUENCY FIGURES REX

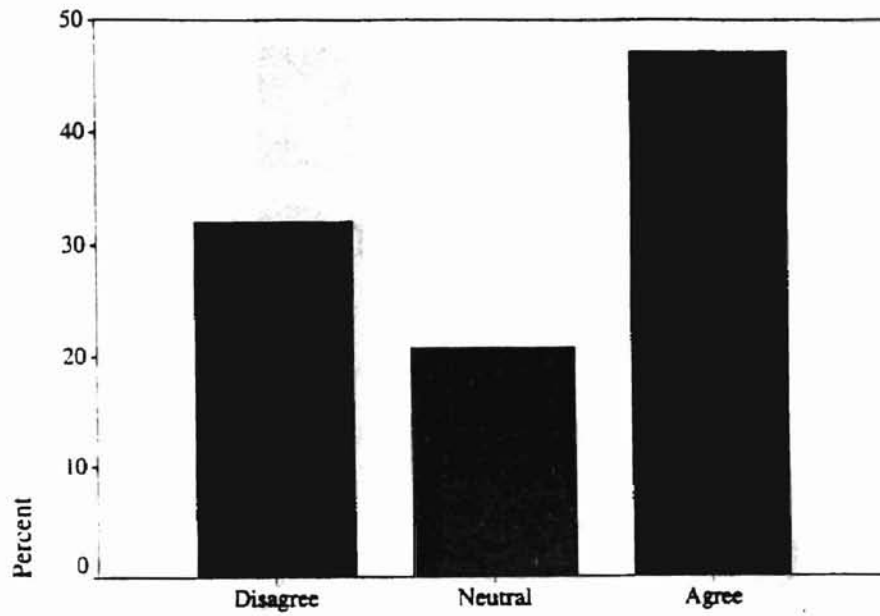
FIGURE VI: LENGTH OF EMPLOYMENT (q54)



q54 What is your length of employment for your current position?

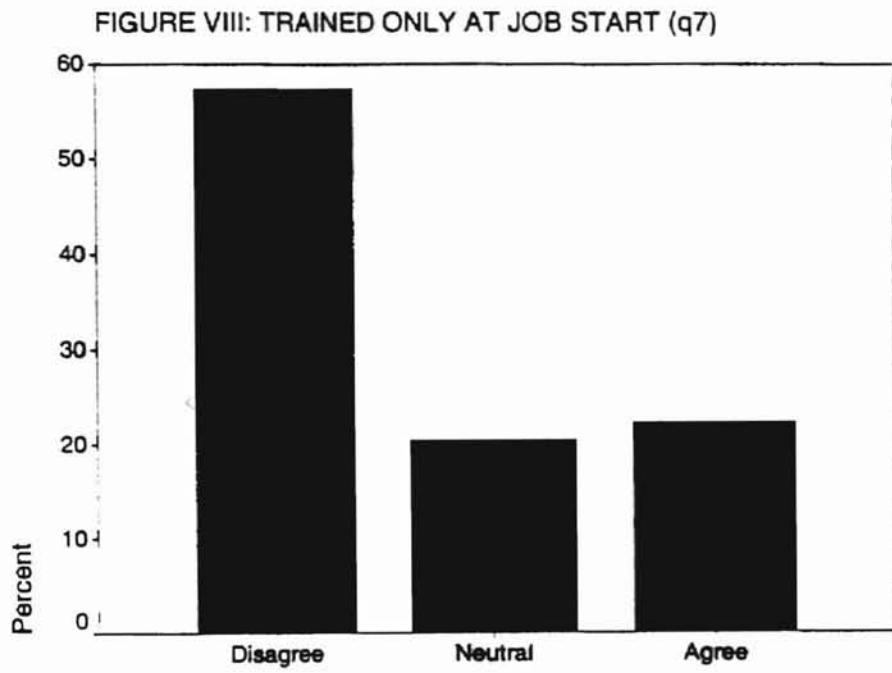
CUSTOMER SERVICE TRAINING FREQUENCY FIGURES

FIGURE VII: TRAINED WITHIN THE LAST SIX MONTHS (q6)



q6 I have had customer service training within the last six months.

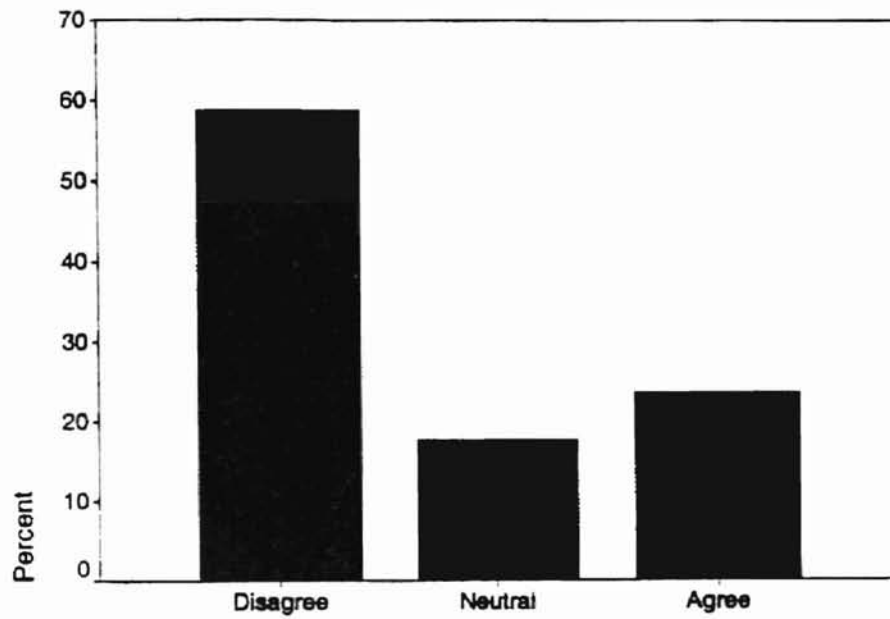
CUSTOMER SERVICE TRAINING FREQUENCY FIGURES



q7 I had customer service training only at the beginning of employment.

CUSTOMER SERVICE TRAINING FREQUENCY FIGURES

FIGURE IX: NEVER TRAINED (q9)



q9 I have never had customer service training on this job.

VITA

Sherri Marie Carr

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Master of Science

Thesis: **IMPACT OF EMPLOYEE TURNOVER AND CUSTOMER SERVICE ON COLLEGE TOWN FRANCHISE HOTELS**

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