

**PERSONALITY TYPE AND RETENTION WITHIN
THE HOSPITALITY INDUSTRY**

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CHAPTER I

INTRODUCTION

The hospitality industry, largest employer in the United States, is experiencing management turnover rates of up to 225 percent or more, costing millions of dollars annually (Hogan, 1992; Van Dyke & Strick, 1990). Current turnover studies in the hospitality industry support the fact that substantial numbers of new managers frequently move to other occupations due to poor job satisfaction (Pavesic & Brymer, 1990; McFillen, Riegel & Enz, 1986; Watts & White, 1988). This study will explore turnover/retention in the hospitality industry by looking at job satisfaction and personality types within the industry.

The concept of job satisfaction encompasses the total feelings individuals have about their jobs (Smith, Kendall & Hulen, 1969). What makes a job satisfying or dissatisfying depends upon the expectations individuals have of what their job should provide (Locke, 1975). The exact expectations individuals have of their jobs vary for a large number of reasons ranging from social, to individual values (Locke, 1975). Employee job satisfaction generally occurs when the job fulfills what one values. Intrinsic factors such as the nature of the job and the achievement potential of the job, as well as factors associated with an individual's needs for psychological growth, all contribute to job

enjoys the work itself, sees the ability to strive and eventually achieve his/her potential, and is able to meet psychological growth needs through this work, then job satisfaction will occur.

Research indicates that although job *performance* is not correlated to job satisfaction, *turnover* is directly correlated with high performance (Bruhn, Bunce & Floyd, 1980; Buie, 1988; Gellatly, Paunonen, Meyer, Jackson & Goffin, 1991; Rahim, 1981; Wesley & Yukhl, 1977). Research also supports the fact that the initial choice of an occupation made by most individuals is an expression of their personality (Holland, 1973). Holland's Theory will be explored at length later in this paper, but, basically Holland proposed that people prefer and search for work environments that allow them to exercise their skills and abilities, express their attitudes or values, and take on agreeable problems and roles (Holland, 1973). This compatibility or agreeability between the type of job one has and one's personality is labeled *congruence* by Holland. Holland believes that individuals almost unconsciously seek job roles that permit congruence, and congruent individuals are more satisfied and less likely to turnover than are incongruent persons (Arthur, Hall & Lawrence, 1989; Holland, 1973).

Jobs in the hospitality industry are varied and require long hours frequently at night and on weekends. Pay and benefits are generally low in comparison with other industries' pay, yet intense dedication and loyalty are demanded of hospitality professionals (Antolik, 1993; Prewitt, 1989; Telberg, 1990; Sampson, 1989). Although no acceptable conditions exist for some, others seem to persist and choose to stay in the hospitality industry in spite of these expectations. These persons become successful in the industry while other

persons leave and choose to seek different careers. Holland's Personality Theory suggests that those who persist have a congruent personality with the job they are performing and are happier and more satisfied in spite of the intense demands (Holland, 1973). Thus, an understanding of the "typical" personality type that experiences this success/satisfaction within the various facets of hospitality jobs will provide insight into congruency of job fit. This understanding of job fit will assist in increasing job satisfaction thus reducing turnover and increasing retention within the industry.

Statement of the Problem

Low pay, less than ideal scheduling, long work hours, poor benefits, and few promotions are frequently cited reasons for turnover within the hospitality industry, (VanDyke & Strick 1990; Martin & Bartol, 1986; Prewitt, 1989; Antolik, 1993; Telberg, 1990; Deneffe, 1993). These reasons are recognizable and are being addressed by the industry, but some managers stay *in spite* of these conditions. A look at the personalities of the managers that stay in the field will provide some answers to the turnover problem that is currently plaguing the industry.

Sixty six percent of a company's hiring decisions prove to be mistakes. This is reflected in a mismatch between the individual and the job and results in turnover (Kulfan, 1995). "Knowing peoples' strengths and weaknesses lets an organization build the business they want by identifying those that can and will help build it. The best combination of employee and position brings an organization higher productivity, more confidence in corporate planning, better morale, increased job satisfaction, less turnover,

less recruiting and fewer “Peter Principle” promotion errors, where individuals are promoted beyond their level of competence” (Kulfan, 1995, p 4).

Certain personality types are more comfortable than others in dealing with the challenges that face employees or managers in this particular industry (Myers, 1980). Personality indicators may provide yet another tool (in addition to the commonly used job interview) to insure proper selection and placement.

Purpose

It is important for organizations to select hospitality managers who will stay and help develop an organization toward its strategic goals. This study measured personality types of baccalaureate graduates from hospitality programs that stayed in the industry and compared the personality types of these retained managers with the jobs in which they are employed. Variables including mentoring, emotional support from the family, pay and benefits, opportunities for personal development, opportunities for increased responsibility and quality of life were measured, relative to personality type and retention. Quality of life was defined as satisfaction with the number of work hours, enjoyment in the work, and security from work. These particular variables were selected because they are frequently cited as reasons for turnover within the industry and could not be neglected as a possible explanation for turnover (Martin & Bartol, 1986; Prewitt, 1989; Antolik, 1993; Telberg, 1990; VanDyke & Strick, 1990; Deneffe, 1993; Qume, 1991).

Retention was defined by this researcher as employment of 5 years or more in the industry. This retention cut-off was selected because 1/3 of the industry turnover occurs in the first 5 years (Brymer & Pavesic, 1990). Hospitality management turnover is

estimated to be well over 100 percent annually with 1 year as average tenure on a job in the hospitality industry as compared to 4.2 years in other industries (Woods & Macaulay, 1989).

In addition to assisting in retention for the industry, understanding personality "types" of established managers, distributors, marketers, etc. will provide hospitality human resource managers, recruiters, and future applicants guidelines for successful selection. A clear understanding of personality type relative to supervision and supervisory styles will also result in better opportunities for enhanced employee development, and increased employee motivation and satisfaction (Kulfan, 1995). Using a personality indicator to reduce turnover and enhance job satisfaction is the basis of this dissertation.

Research Questions

In order to understand the implications of personality type in the hospitality industry, it is first necessary to see if there is a specific type associated with the industry. If there is a specific type associated with the industry then it would be logical to explore the association between that specific personality type and tenure in the industry. By looking at the frequency of individuals who are retained in the industry and their personality types it can be determined if personality type affects or does not affect an individual's decision to stay in the industry. These conclusions can then be coupled with retained subjects' opinions relative to extrinsic factors such as pay. In this way it can be determined which if any factors most influence a person's decision to stay in the industry. This research proposed to answer three basic questions in order to better understand turnover and retention.

The first question explored personality type in the industry:

1. Is there a predominant personality "type" associated with each segment of the hospitality industry? The segments were determined by the researcher to be distribution, restaurant management, catering, hospitality marketing, human resources, sales and conventions, hotel management, public relations, technical support, chef/kitchen staff, hospitality maintenance, hotel food and beverage management, purchasing, and hospitality architecture, design or construction. These segments were selected because they are the most common of segments found within the industry and closely encompass most industry jobs (Powers, 1992). They were also chosen because of the unique demands and abilities associated with each segment. Each segment calls for different skills within the hospitality industry. An individual in technical support needs patience and precision orientation while a person in sales needs to be a self-starter. Persons in each of these segments are called upon daily to react to different stimuli, tasks and goals. Those who do best focusing on one task at a time, such as hospitality maintenance, are considered as specialists. The opposite type is better placed in a generalist position where "seeing the big picture" is important (MacKenzie, 1986). It was expected that different personality types would appear as dominant in each of these segments (Myers, 1980).

The second research question dealt with retention. Personality type as well as the extrinsic turnover issues that appear in the literature as reasons for turnover were considered. After examining personality type to see if there was indeed a distinct type associated with various segments of the industry it was necessary to see if this type had any impact on retention. And, if it did or didn't, did external issues have an impact? The

second research questions involved each variable and the variable's relationship to retention. The second research question asked:

2. Is there a connection between:
 - a. personality "type" and time in the hospitality industry?
 - b. mentoring/supervision and time in the hospitality industry?
 - c. family support/encouragement and time in the hospitality industry?
 - d. pay and benefits and time in the hospitality industry?
 - e. perceived quality of work life and time in the hospitality industry?
 - f. opportunity for personal development and time in the hospitality industry?
 - g. opportunity for increased responsibility and time in the hospitality industry?

These six extrinsic issues, mentoring/supervision, family support, pay and benefits, quality of work life, potential for personal development, and increased responsibility, appeared repeatedly in the literature as reasons for turnover in the hospitality industry (Prewitt, 1989; Antolik, 1993; Telberg, 1990; VanDyke & Strick, 1990; Deneffe, 1993; Qume, 1991; Woods & Macaulay, 1989). These extrinsic issues along with the previously mentioned intrinsic concept of personality congruence, make up the core of turnover/retention factors according to the work of Holland (1973). Thus, these six extrinsic issues must also be examined relative to retention in the industry.

The third question was the major theme and purpose of this dissertation:

3. What was the major factor, of the extrinsic and intrinsic factors mentioned above, that was *most* related to retention?

Research and theory support personality traits as a major factor impacting turnover and retention within an organization (Arthur et al., 1989; Brownell, 1994; Brymer & Pavesic, 1990; Gellatly et. al., 1991; Higgins, 1989; Myers, 1980). If a congruent personality is related to retention in a stronger more direct manner than the extrinsic elements that were previously cited, then a personality indicator as part of the selection process could greatly increase the chances for an employee to stay with an organization and reduced turnover.

Assumptions and Limitations

The hospitality industry employees an average of 76,000 managers annually with a broad range of attributes and backgrounds. This is a substantial number of employees moving in and out of the industry annually, thus it is important to keep in mind the limitations and assumptions underlying this small piece of research (NRA, 1992) This research is limited in scope and generalizability due to the following factors:

1. Subjects in this study are only representative of the hospitality industry in so far as they "chose" the hospitality industry as their major career goal and pursued specific education to that attainment. Subjects are alumni of various hospitality programs. This eliminates from the results, responses of individuals who did not pursue four year degrees in hospitality management. Sixty percent of hospitality managers comes from within the ranks of an organization and not from educational programs. This limits the generalizability of the results to only those managers who graduated from a four year hospitality program.

2. Subjects in this study consist of those persons on alumni lists of purposively selected hospitality programs that have graduated with a four year degrees before 1989. This limits the results of this study to only this particular group of individuals. Subjects were purposively selected to include dispersed geographic locations so that responses represented areas throughout the U.S. But, the study is limited to only those areas selected for study, and the graduates of those programs.

3. This study was also limited by the willingness and ability of individuals surveyed to respond in a timely and accurate manner. Those subjects surveyed who could not or would not respond to the survey could not be included in the results. Subjects who did respond had a stronger interest in education and specifically turnover as a problem within the industry.

4. An assumption was made that the Keirsey Temperament Sorter, developed from the Myers Briggs Type Indicator, was the appropriate personality indicator to use for personality research in the hospitality industry. The Keirsey Temperament sorter is user friendly, requiring no formal training to administer. This allowed the instrument to be mailed to subjects for them to take on their own. The Keirsey Temperament Sorter is also firmly based in Jung's theory of psychological types and frequently used in business. It has been cited and used in past hospitality research as well (Janson, 1994; Van Dyke, 1994).

Definitions of Terms

The following terms were used in the study:

1. Hospitality Professional - Any person employed in any facet of the hospitality industry to include but not necessarily limited to hotels, restaurants, dietetics, institutional food service, distribution, processing, packaging, sales, marketing, personnel management, tourism, technical support, academe, and communications (Powers, 1992).
- 2.. Job Satisfaction - The attitude that workers have about their jobs. Job satisfaction results from workers' perceptions of their jobs (Gibson, Ivancevich, & Donnelly, 1991).
3. Personality Traits - Distinguishing aspects of a person's physical, mental, emotional, social, and behavioral characteristics. A stable set of personal characteristics and tendencies that determine the commonalties and differences in people's thoughts, feelings, and actions (Maddi, 1980).
4. Quality of Work Life - Work combinations of extrinsic and intrinsic factors that make up a particular job. If these work combinations are compatible with an individual's values and principles a quality work life is perceived (Cranny, Smith & Stone, 1992)
5. Retention - Any respondent maintaining employment in any facet of the hospitality industry for five years or longer (Brymer & Pavesic, 1990).
6. Selection - Hiring an individual and making them an offer of employment within the organization (Powers, 1992).
7. Turnover - The rate at which employees leave an organization and/or industry (Powers, 1992).

Significance

With an industry turnover rate of 225-300 percent and a serious labor shortage facing the hospitality industry, every effort must be made to retain the current trained workforce (Qume, 1991). Competition for employees is increasing. By the year 2000, the hospitality industry will need in excess of 600,000 new employees and an average of 76,000 new managers each year (NRA, 1992). Competition faces each organization in the form of increasing market segments, more product brands and increased opportunities for qualified applicants. No longer are employers merely competing with other US organizations for quality employees. Countries all over the world are seeking competent employees as their markets multiply at rapid rates.

Currently, an average of 46,000 students are enrolled in four year baccalaureate programs in hospitality. This represents only 20 percent of the needed management workforce assuming a one third graduation rate. Then, almost one third of these graduates leave the industry within the first three to five years leaving only about 6 percent of the need being met (Brymer & Pavesic, 1990; CHRIE 1994).

“Hiring the wrong person takes a very heavy toll. It is extremely time-consuming and expensive (Antolik, 1993, p.20).” The hospitality industry is labor intensive and service oriented, and currently only interviewing is the major determiner of a match between a candidate and the organization. Between 20 and 40 percent of total sales is dedicated to direct labor costs in the hospitality industry. This figure does not include the impact on sales, service, and business that turnover and inexperienced management can have (Powers, 1992). A more compatible match between the 46,000 hospitality students

enrolling in four year hospitality programs each year and the specific demands of the industry will lead to greater retention of talent within the industry. Since the hospitality industry is labor intensive, it stands to reason that every human resource tool available should be explored. This study explored personality “typing” as one of these tools.

CHAPTER II

REVIEW OF LITERATURE

Introduction

To thoroughly explore and understand “why” an individual decides to stay on a job (retention) or not stay on a job (turnover), it is necessary to investigate the concepts of personality and job satisfaction. The following review will first discuss theory and research on job satisfaction and then discuss theory and research on personality.

Job Satisfaction Theory

Smith, Kendall & Hulin (1969) define job satisfaction as the feelings a worker has about his/her job. Several theories exist on job satisfaction and the way employees feel about their how the job drives them to higher performance levels.

To begin, in the 1920's Elton Mayo conducted the famous Hawthorne studies. In the Hawthorne studies, Mayo was experimenting with lighting and the physical surroundings of employees relative to job performance when he discovered that social factors actually affected job satisfaction (Mayo, 1933). Prior to that time only extrinsic aspects such as physical surroundings, pay, hours, etc. had been explored. The Hawthorne studies truly began research on job satisfaction in the social context. In 1969, Smith et al. defined five

major situational components of job satisfaction. These five components were satisfaction with the *opportunity* for promotion, pay, supervision, the work itself and co-workers.

Opportunity for promotion provides for more control over one's life. People generally have more personal control over their time as they assume more responsibility with an organization (Woods, 1992). As individuals feel more in control over decisions, they experience less stress. Excessive stress clearly leads to absenteeism and turnover (Woods, 1992). Career opportunities at all levels can account for how people involve themselves in their work (Kanter, 1977).

Pay is a source of satisfaction because it is a source of self-esteem and provides an opportunity to buy things. Pay provides "opportunities." Supervision plays a role by employees perceiving whether or not their supervisor is helping them obtain their valued outcomes (Locke, 1975). Opportunities at work are mediated through supervisors. A "good" supervisor creates and provides potential for opportunities, while a "bad" supervisor inhibits these opportunities. Poor quality supervision has been cited as a major reason for turnover in the hospitality industry (Woods & Macaulay, 1989).

The work itself which is comprised of skill variety, autonomy in the work, job enrichment, feedback, task identity and meaningful work, all contribute to one knowing how one is doing. By knowing how one is doing there is control over potential opportunity (Smith et al., 1969). Opportunities are also affected by co-workers. People seek social support that will potentially provide opportunities. This correlate is frequently referred to as networking. Social support satisfies an immediate social need as well as providing possible future benefits and opportunities to the employee (Smith et al., 1969).

Job performance is another correlate associated with job satisfaction. In 1973, Cummings and Schwab proposed that job satisfaction was a direct result of job performance and job performance was a direct result of job satisfaction, each one leading to the other. Although this has been disproved in current research, Cummings and Schwab did indeed establish a clear relationship between job satisfaction and turnover, absenteeism, tardiness, accidents, and grievances.

Another important theory relative to job satisfaction is the Expectancy Theory. Expectancy theory points to the importance of employee job expectations being met. Although different people have different expectations, it is important that these expectations be matched to the actual job. This has very strong implications for recruitment. Clear and honest expectations of what will be expected of and given to an employee serves only to increase job satisfaction and retention. If a job does not meet an employee's expectations, then job satisfaction is simply not possible (Gruneberg, 1976).

Locke (1975) believed that in addition to this need for meeting employee expectations was the need for those expectations to be compatible with an employee's value system. According to Locke, values and expectations might very well be the same, but, satisfaction only occurs when the job fulfills what one values. Thus, even if expectations are quite clear and honest, if they are not compatible with what one values, job satisfaction will not occur. Not only must an individual know what to expect, but he/she must also find value in these expectations for job satisfaction to be possible.

Herzberg et al.(1959) defined this "value compatibility" as intrinsic satisfaction. According to Herzberg's Two Factor Theory, there are two factors to consider in job

satisfaction: intrinsic and extrinsic. Intrinsic factors are factors such as the nature of the job and job achievement. This would include one's values, principles, and psychological needs. Intrinsic factors are motivational factors that contribute to psychological growth (Figure 1).

MASLOW**HERZBERG**Self Actualization*(Level 7)*Aesthetic*(Level 6)*Cognitive*(Level 5)*Esteem*(Level 4)*Attachment
Subordinates*(Level 3)*Safety*(Level 2)*Physiological*(Level 1)**Intrinsic/Psychological Growth***MOTIVATIONAL FACTORS**

Achievement, Work itself

Recognition, Growth Potential

Advancement, Responsibility

*Extrinsic/Job Context***MAINTENANCE FACTORS**

Interpersonal relations

Peers, Supervisors,

Company Policy, Job Security

Work Conditions, Salary

Figure 1

Maslow's and Herzberg's Models of Motivation

Extrinsic factors include such things as pay and supervision. Extrinsic factors are related to one's external needs and have to do with the job context. Extrinsic factors are considered to be maintenance factors associated with job context. According to Herzberg, factors associated with an individual's needs for *psychological growth* contribute to job satisfaction while factors associated with *job context* lead to job dissatisfaction if they are deficient. This is an important concept that provides the ground work for this research. For a job to truly satisfy an employee, his/her psychological needs must be met. It is important to understand how these psychological needs are met.

According to Maslow's popular "Hierarchy of Needs Theory" (1954), all humans have basic needs that must be met, and all humans have potentially seven need categories. Each of these need categories must be individually satisfied in a specific hierarchical order before an individual can move on to satisfying a new or higher level need (Figure 1).

At the bottom level of Maslow's Needs Hierarchy is the physiological level. At this basic biological level an individual must have food, water, rest, and release from tension. According to Maslow, these needs must be satisfied before an individual can move up through the rest of the hierarchy. The second level is the safety level. At this level an individual has a strong need for security and a feeling of safety. Individuals at this level strive for comfort and security. Once this second level is fulfilled, an individual then moves to level three. The third level is the Attachment Level. This level is where social acceptance and a sense of belonging must be satisfied. An individual strives to be loved and to love. After the Attachment Level has been satisfied, an individual begins to strive for the Esteem Level. A need for confidence and sense of worth must be satisfied during

the Esteem Level, then an individual will begin to strive to fulfill their needs at level five. At level five, cognitive, a person has a thirst for knowledge and a need to understand. This knowledge and understanding need must be fulfilled before moving to level six which is the Aesthetic Level. Level six involves a need for order and beauty and occurs right before Self Actualization and level seven. Per Maslow, self actualization occurs when all the needs below have been satisfied. Self actualization involves the full use of talent and potential, and as stated, each prior level must have been satisfied before an individual can strive for this level.

Maslow's Needs Theory is centered around motivation and hierarchy concerns that affect the individual or the environment, and what energizes and sustains behavior (Aldefer, 1977; Campbell & Pritchard, 1976). How an employee reacts to job content depends on the employee's basic need satisfaction level. If an employee is hungry, stressed, or in need of rest (Level 1) the employee cannot and will not respond to affiliation or belonging stimuli (Level 3). Employees are motivated to satisfy their immediate needs, and to strive to obtain the next level as each level below is satisfied. Employees with strong higher level needs will be more satisfied if they have jobs that satisfy these higher level needs. Employees with lower level needs require satisfaction of these lower level needs before moving on to other levels. Pay and a sense of security (Level 2) are necessary before job enrichment in the form of increased professional development or added responsibility will be viewed as positive by an employee. A company undergoing layoffs would certainly be unwise to offer an insecure employee the opportunity to attend a professional development seminar (Cognitive Level).

Expanding upon Maslow's Needs Theory relative to job characteristics and job satisfaction, is John Holland's research on career selection. John Holland (1973), proposed that choosing a career is a three stage process that is an extension of one's personality. According to Holland, and supported by prior theories, intrinsic aspects of a job play as large a part in one's job satisfaction as do extrinsic aspects. The intrinsic factors can be seen as factors above the solid line in Figure 1. According to Holland, pay, security and sociability needs must be met (extrinsic/maintenance factors) in a job along with needs associated with one's specific personality type (intrinsic/motivational factors). People prefer and search for work environments that will allow them to exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles (Holland, 1973; Myers, 1980; Myers & McCaulley, 1989). How well an individual knows and understands self concept, job role, and the fit or congruence between the two determines how satisfied they will be in their job. Those individuals who find themselves in occupations that are not congruent with their personalities will tend to leave for something they hope will be more suitable rather than continue in a position that will create a destructive conflict within the individual (Jung, 1921/71; Myers & McCaulley, 1989). When self concept and job role do not match it may be difficult for an employee to experience satisfaction. Although it is possible to continue in a non-congruent situation, satisfaction will not be possible. One is much happier in a congruent role.

When occupations are defined according to job specific functions, significant personality differences in occupational groups can be found. In certain occupations it is possible to determine a "typical" personality (Jung, 1921/71; Myers, 1980; Myers &

McCaulley, 1989). This “goodness of fit” or match between job functions and personality, can affect the ease with which an individual achieves satisfaction in that specific occupation (Super, 1957).

Hospitality Industry and Job Satisfaction

Current literature on job satisfaction in the hospitality industry has mostly been concerned with extrinsic/external issues. The hospitality industry is generally thought of as hotels and restaurants but it encompasses much more. The hospitality industry includes hotels, restaurants and many other institutions that offer shelter and/or food to people with liberality and good will (Powers, 1988). Hospitality operations provide customers with service products rather than durable goods. These service products are tangible and cannot be stored for future sale, thus “moments of truth” happen whereby the goods are simultaneously delivered and served. In the hospitality industry the customer makes a judgment about the business when contact is made. The manufacture and delivery of the product or service is an integrated activity involving the service provider and the customer all at the same time. This makes the hospitality industry different from other industries. It is harder to insure uniformity of service, and improvements must be made while continuing normal business. While job satisfaction literature has mostly focused on external concerns, because of the uniqueness of the industry, turnover is much higher than in other industries (Woods & Macaulay, 1989).

Pay or compensation is frequently cited as a root cause of turnover. In general, the industry doesn't pay particularly well for hard work and long hours. If a person is looking for monetary rewards and prestige, he or she won't be happy serving other people

(O'Rourke - Hayes, 1991). Long hours, working holidays and nights, and disruption of family life are all cited in the literature as frequent problems within the industry (Qume, 1991; Hogan, 1992; McFillen, et. al., 1986; Damonte & Vaden, 1987; Pavesic & Brymer, 1990; Simons & Enz, 1995). In a study of 200 food service managers, Qume Inc. (1991) found that 35 percent of their respondents indicated long hours as a major reason for leaving, 10 percent of the respondents indicated dealing with the public and employees were affecting their quality of work life, and 10 percent indicated they were not making enough money. For the 200 surveyed, the mean work week was 60 hours, 6 percent cited high stress and working weekends and holidays as major complaint areas, and 22 percent stated the industry was having a negative impact on their family and personal relationships (Qume, 1991).

What about the managers who *stayed* in spite of these extrinsic issues? Was there something in their personalities that made them stay? Were they more, equally, or less satisfied than their peers that left? American Service Management Resources conducted a related study of 200 general managers at six full service chains. The respondents also indicated quality of work life as the most important factor affecting retention. Working a reasonable amount of hours was cited as important, as were compensation, benefits, a flexible schedule, and positive supervisor feedback. Ninety percent of the managers surveyed said they *stayed* with their organization because of quality of work life, growth opportunities, and good salaries and benefits (Denefe, 1993). What did these managers value and consider as a beneficial quality of work life? What was different for the managers who stayed versus the managers who turned over?

Improved job satisfaction appears to be a key factor in controlling turnover as job satisfaction is the first in a chain of events leading to withdrawal or retention. But, what is the bottom line relative to job satisfaction? The hospitality industry as mentioned previously is relation-centered. The hospitality industry is labor intensive and requires continual communication with guest, peers and employees. Good work relations, teambuilding and cooperation are the basics of a relation-centered workplace. The absence of these good work relations results in job stress and loss of perceived opportunities. To have good work relations, individuals must be able to understand themselves, their colleagues and their customers. This understanding of others is an intrinsic component of motivation. This intrinsic component demands an understanding of individuals' personalities and how they interact in the workplace. Common sense indicates that hiring persons whose natural behavioral tendencies match those required by the position will result in reduced job stress which in turn will result in positive attitudes, better team spirit, and better customer service.

Personality Theory

Searching for a specific personality "type" that is more satisfied within an occupation requires an understanding of personality and the major personality theories (Peterson, 1991). Personality psychologists are interested in people in their entirety. There are four major theories that have somewhat different emphases. The four major theories are Cognitive/Humanistic Approach, Trait Theory Approach, Social Learning Theory and Psychoanalytic Approach.

One approach to studying personality is the Cognitive/Humanistic Approach (Rogers, 1951; Kelly, 1955). This approach assumes that what is most important in personality development is how people think of themselves and their world. The Cognitive Approach looks at the processes of one's thinking. Thoughts and beliefs are the primary aspect of personality. Behavior occurs within the reality of the way an individual perceives the world. People strive toward consistency. Personality can be changed because it resides in how well we regard events in our life. Kelly believed that people build their personality through their thoughts and interpretations of things and can change their personalities easily. Rogers (1951) believed that people strive to reach their full potential and that the environment often prevents them from doing so. The Cognitive Approach centers more on thought, perception and information processing versus emotion.

The Trait Approach proposes that individuals have personal traits unique only to them as well as common traits that can be used to describe everyone (Allport, Vernon & Lindzey, 1960; Sheldon, 1942; Eysenck, 1947). These trait theorists are concerned with measurement, and believe that personality is inherited. They down-play the influence of environment on behavior, believing that the personality stays consistent in a variety of environments. The trait theorists identify the ways people differ and assess the differences.

The third major personality theory is the Social Learning Theory (Dollard & Mueller, 1950). Social Learning theorists also believe that environment determines behavior. It incorporates the processes of learning and environment, applies learning theories to traditional personality topics, emphasizing the give and take between individuals and their

environments. Social learning theorists believe that the most important aspect of the environment is other people and that learning is the most important psychological process in personality.

The Psychoanalytic Approach stresses energy and how it motivates our behavior. Personality is explained in terms of how we transform our energy into thoughts, feelings, and actions. Sigmund Freud, father of the Psychoanalytic Approach, proposed that the mind has three parts, the conscious, preconscious and the unconscious (Figure 2).

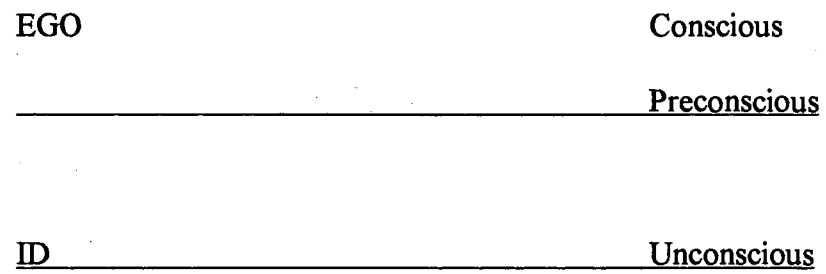


Figure 2

Sigmund Freud's Psychoanalytic Approach to Personality Development

The *conscious* is what we are aware of at the moment. It contains one's values and moral attitudes. The *preconscious* is what we can voluntarily call into awareness such as phone numbers and addresses. This makes up the EGO. The *unconscious* is thoughts and feelings that we are unaware of. Freud referred to the unconscious part as ID. Ideas become unconscious because they upset us, and the ID operates irrationally and impulsively. Freud views personality as developmental and according to Freud, a key to understanding personality is the understanding that we all develop through psycho-sexual stages. If we do not pass through each stage successfully, a fixation will result and psychic energy is left behind. The concerns of that particular stage will then dominate our adult personality.

Important to the Psychoanalytic Approach is the fact that many of our motives are unconscious and that early childhood can affect our behavior decades later.

Psychoanalytic theories stress motivation as the key to understanding personality.

One theorist that was an early follower of Freud and the Psychoanalytic approach was Carl Jung. Jung (1921/71) proposed that by people belonging to the same species, they have access to tried and true unconscious ways of living that influence their personality. Because of the strong influence of our unconscious upon motivation and the necessity of ordering specific characteristics, Jung originated the concept of the typical personality. Jung believed that all people have a common storehouse of experiences and memories, that individuals have specific personality trait preferences, and that people are likely to use or prefer one trait over another. Jung's trait assessment was selected for this research

because trait assessment is psychometric assessment which has been shown in research to yield more accurate predictions than personological methods (Meehl, 1954; Korchin & Schuldberg, 1981). “Personological assessment is the attempt to describe the particular person in as full, multifaceted and multilevel way as possible (Korchin & Schuldberg, 1981, p. 1147).” Psychometric assessment describes the individual as objectively as possible while minimizing judgment and inference. Measuring individual traits objectively can provide more accurate predictions relative to personality and job satisfaction. Other reasons for selection of the Psychoanalytic Approach of Jung include common use in business and hospitality literature (Brymer & Pavesic, 1990; Janson, 1994; Martin, 1991). Jung also adapted parts of the major personality theories in his trait approach.

Jung (1921/71) suggests that personality consists of four broad dominant categories and development of these four broad categories is a lifelong process. Individuals constantly strive to develop these dominant categories to gain greater command over their lives. This development comes from striving for excellence in those functions that hold the greatest interest. Impartiality, or ignoring one’s dominant functions would keep all functions undeveloped and primitive. This selective development of dominant categories results in optimum use of these categories (Myers & McCaulley, 1989; Jung, 1921/71).

Jung's four categories of personality are *Energizing* (Extraversion/Introversion); *Attending* (Sensing/Intuition); *Deciding* (Thinking/Feeling); and *Living* (Judging/Perceiving) (Figure 3).

*Energizing*Extraversion-----Introversion

Affects choices as to whether to direct perception judgment mainly on the outer world (E)
or mainly on the world of ideas (I).

*Attending*Sensing-----Intuition

Affects choices as to which kind of perception is preferred when one needs or wishes to
perceive.

*Deciding*Thinking-----Feeling

Affects choices as to which kind of judgment to trust when one needs or wishes to make a
decision.

*Living*Judgment-----Perception

Affects choices as to whether to deal with the outer world in the judging (J) attitude
(using T or F), or in the perceptive attitude (using S or N).

Figure 3

Jung's Four Categories of Personality

The first three categories, are on a continuum. A person uses some of each category, but tends to prefer or lean toward one end of the continuum. For example, under *Attending*, (the way a person becomes aware of things, people, events and ideas) one might use sensing (S) traits or intuition (N). Sensing (S) is using the five senses to become aware of things and noticing what is actual. Sensing (S) establishes what exists. Focus is on the immediate experience. Realism, observation, practicality and memory for detail are strong components of sensing. Intuition (N) is adding unconscious hunches to information received from the outside and noticing what might be. Intuition (N) permits perception beyond what is visible. Possibilities and hunches are pursued. People who are Intuitive (N's) are more theoretical, abstract, creative, and future oriented.

Deciding, or the way one comes to a conclusion is divided into thinking (T) or feeling (F). Thinking (T) refers to being logical and impersonal. Organization and structuring of information must be made in an *objective* way. Thinking (T) is the function that links ideas together by making logical connections. People who are T's rely on cause and effect and tend to be impersonal. Their analytical ability, objectivity and orientation to time are strongly developed. Feeling (F) is appreciative, *subjective* and personal. Information is organized and structured in a personal, value oriented way. Feeling (F) is a function by which one comes to decisions by weighing values and merits of the issues. People who are F's rely on understanding personal and group values. F's are more attuned to values of others with more concern for the human vs. technical aspects of a problem. F's have a need for affiliation, harmony, and preservation of the past.

Under the category of *Energizing*, an Extraverted (E) individual will draw energy from the *outside* world of people, activities and things. An Introvert (I) will draw energy from the *internal* world of ideas, emotions or impressions. These are complementary attitudes toward life. All individuals have a limited preference for both ends of these categories, but within each category, an individual has a definite preference which will automatically be used. For extraverts (E), attention flows out to the environment with an awareness and reliance on the environment for stimulation. People who are extraverts (E's) are action oriented, sometimes impulsive, frank and sociable. Introverts (I) are consolidated within the individual. People who are I's have an interest in the clarity of ideas, a reliance on enduring concepts, and a thoughtful contemplative detachment. Introverts (I's) love solitude and privacy (Myers & McCaulley, 1989).

Jung (1921/71) states that individuals will be happier and more effective when they are functioning in their dominant type and that a destructive conflict may exist between people and their jobs when the job makes no use of the worker's natural combination, but constantly demands the opposite combination. An example can be seen in the differences between people who are P's and those who are J's. If an individual has a perceptive (P) personality, it will be difficult for that person to make quick decisions. The person will tend to like to leave things open for alterations and will tend to be curious about new things. On the other hand, if an individual has a judgment (J) personality it will be difficult for them to ponder and be in an environment where closure of decisions is not quick. This individual likes to get things settled and works best when work has a plan and they can

follow the plan. Clearly a judgment personality (J) would find frustration in an “open ended”, unorganized, and constantly changing environment.

Although work can be a good arena to develop less preferred types, most people like the majority of their work time to be in their preferred interest. For example, a thinking type (T) can use a public relations assignment to develop feeling (F) but, to continually be called upon to perform in a feeling (F) mode would be frustrating. Consciously selecting a situation that gives a new viewpoint to the occupation is a different matter than being put in a situation where one does not understand why one does not fit in. This lack of understanding and control reduces job satisfaction and job performance (Myers & McCaulley, 1989).

Katherine Myers and Isabell Briggs Myers studied Jung's work and developed the Myers Briggs Type Indicator (MBTI) to measure individuals' tendencies toward each of the four types. Their original research measured responses of a variety of populations from 4th grade students to adults. They designed the MBTI as a “sorting” tool to specifically test Jung's theory of Psychological Types and to put it to practical use in career counseling. The MBTI is a scale that assesses personality. Based on scores, respondents are classified as extraverted or introverted, sensory or intuitive, thinking or feeling, and perceiving or judging. Sixteen different personality combinations are classified by interpretation of the MBTI scores. The Keirsey Temperament Sorter is a shorter version adapted from the MBTI. It is more user friendly, but is firmly based in Jung's theory of psychological types. Its validity and reliability correlates with the MBTI (Berens, 1995). Another widely used test, the Minnesota Multiphasic Personality

Inventory (MMPI) was rejected for this research because it is too psychologically oriented. Locus of Control, the 16 PF Questionnaire, and Projective Tests are all available to test personality, however the Keirsey Temperament Sorter was selected because it is a total inventory (Gibson et al., 1991). The Keirsey Temperament Sorter was selected for this study because it was adapted from the MBTI, which has been used frequently in business research and has frequently cited in hospitality research. The Keirsey Temperament Sorter has high construct validity relative to the MBTI, and is user friendly.

Myers and Briggs found that certain valuable differences in normal people result from their preferred way of using perception and judgment. Through study of various responses it was determined that several components of personality can be combined to develop a clearer understanding of how the broad categories impact an individual's personality and preference for doing things. By looking at temperament preferences, a clearer understanding of job satisfiers can result (Figure 4).

	SJ	SP	NF	NT
People who prefer:	Sensing and Judging	Sensing and Perception	Intuition and Feeling	Intuition and Thinking
Focus attention:	Facts	Facts	Possibilities	Possibilities
Strengths:	Dependable Administrative	Resourceful Problem Solver	Articulate Persuasive	Conceptual Big Picture
Work Styles:	Orderly Realistic Stability Structure	Flexible Risk taker Negotiable Realistic	Empathetic Personalized Approval Authentic	Competence Focus on Possibilities Concepts

Figure 4

Temperament Preferences

David Keirsey and Marilyn Bates (1984) developed two letter Temperaments that allow prediction of such things as how people teach, learn, lead others, socialize, manage money and relate to others. The Sensing/Intuitive (S/N) difference is the first key to determining Temperament. The reason it is the first key is because there are differences in

how people gather information about the world, and this is the starting point for most human interactions. Without some understanding of how someone gathers information, communication is extremely difficult. If an individual is an Intuitive (N) their preference for gathering data is abstract and conceptual and, they prefer to evaluate that data as determined by their thinking (T) or feeling (F) preference. For intuitives (N's), then, the two basic Temperament groups are NF and NT. Individuals who are NF look at the world and see possibilities and translate those possibilities into interpersonal possibilities. They have a phenomenal capacity for working with people and drawing out their best. They are articulate and persuasive and have a strong desire to help others. An NT gathers data consisting largely of abstractions and possibilities which are filtered through their objective decision making process, (T). They tend to theorize and intellectualize everything and are enthusiastic pursuers of adventure. They have a ready ability to see the big picture and a talent for conceptualizing and systems planning.

If an individual has an sensing (S) preference for gathering information they are tactile and concrete. They prefer to organize the data by judging (J) or perceiving (P). An SJ is orderly dependable and realistic and SP is flexible and open minded. Thus for Sensors (S's) the two Temperament groups are SJ and SP. SJ's are practical and realistic. They like belonging to meaningful institutions, are dependable and have an ability to take charge. SJ's thrive on procedure. SP's are practical and realistic, yet flexible and spontaneous. They are adept at problem solving and are resourceful (Kroeger & Thuesen, 1992; Keirsey & Bates, 1984).

Personality Type and Hospitality Industry

Little or no research has been done relative to job preferences and personality type in the hospitality industry. Some studies disagree with the Theory of Personality Typing. Martin & Bartol (1986) found only 17 percent of the 168 MBA's surveyed at a large Eastern state university had compatible personality types. Rice & Lindecamp (1989), in a study of 102 owners/managers of retail stores found that personality type was not significantly related to success or happiness of their employees.

There are a few studies that have been conducted correlating job satisfaction and personality type, and some are related to the industry. Bruhn et al. (1980) in a study of 63 pediatric nurse graduates found personality traits and specific role satisfiers were intricately linked with job stability. Buie, (1988) in a study of 47 computer professionals found a distinct personality type among this group, and concluded that job satisfaction was definitely linked to personality type. Rahim (1981) in a study of 586 management students found extravert and judging types to be more satisfied in their jobs, irrespective of the occupational environment they were in. Gellatly et al., (1991) in a study of 141 managers with a large food service organization, found a meaningful relationship between personality and job satisfaction relative to job specific components. Marcic, Aiuppa & Watson (1989) in a study of 102 American managers found individuals with the personality type that was the norm of the organization had greater self esteem. Laney (1949), in a study of utility company employees found that Feeling (F) types remained in customer relations significantly longer than Thinking (T) types.

These studies indicate that encouraging congruent personalities within an organization has beneficial outcomes. Although by no means should corporations be limited by personality typing when hiring managers, they should however get to know their employees as well as they can. Managers should encourage their employees to learn about themselves and their work environment as well.

Corporate Culture and Personality in the Hospitality Industry

Only through gathering and encouraging information exchange can a company know its culture. A company's culture is the result of shared thoughts, feelings and talk about the organization. It is the personality, the atmosphere or the "feel" of the enterprise (Gibson et al., 1991). The relationships among individuals and groups within an organization creates expectations for the behavior of the individuals. This individual behavior is the foundation of organizational performance and the basis of the organization's culture. Therefore, understanding the attitudes, perceptions, personality and values of the individual is critical for the health of the organization (Gibson, et al., 1991). "Culture is the product of the interactions among the selection process, the managerial functions, the organization's behavior and the larger environment in which the organization exists.

An organization's culture assumes some value when certain outcomes are relative to it. Culture may foster or deter certain outcomes like creativity, and interpersonal harmony (Schneider, 1975). Research has shown that organizational culture influences both job performance and job satisfaction (Lawler, Hall & Oldham, 1974). An organization that desires a climate which facilitates high standards can create that climate by rewarding that

behavior. An example of this can be seen in M&M/Mars Co. Their corporate culture emphasizes improving quality for customers, sharing ideas and honestly assessing and rewarding individual and team contributions. This culture affects each and every strategic planning decision made by M&M/Mars Co.. Employee selection in turn must be linked to these organizational strategic goals. Not all jobs are the same and not all people are equally suited for all jobs, tasks, responsibilities and work conditions (Schneider, 1975). Employees who are not well matched with or suited to the organization's culture will exit, voluntarily or involuntarily. Deviants are often isolated or ostracized; they are cut off from communications, are not involved in rituals, and may be simply ignored" (Gibson et al., 1991, p.50). How a person performs on the job is determined by cultural norms. Clearly before a company can select or evaluate a personality "type", the company must understand its culture. Individuals and organizational goals must be brought into congruence if both are to perform effectively (Gibson et. al., 1991).

Personality and Quality Service in the Hospitality Industry

Effective performance in the hospitality industry is closely tied to service. The hospitality industry is clearly a service industry offering intangible and subjective products consisting of social interactions involving the customer...it is a "personality intensive industry" (Norman, 1984). On a daily basis, the hospitality manager must make and deliver simultaneously "service". This is a commodity that is extremely subjective. The customer evaluates service in the hospitality industry according to situational variables that incorporate that customer's past experiences and cultural background (Rouffaer, 1991). Service is the human side of the relationship between buyer and seller (Smith, 1988).

Finding the best employee to deliver the best service relative to the cultural norms of an organization gives a competitive edge to the business. Personality testing can assist in affording this edge. In 1989, Gary Higgins using the Management Effectiveness Analysis (MEA) identified five specific personality traits that determined managerial success for food and beverage managers in hotels. These traits consisted of flexibility and in-depth thinking. Those managers that were flexible and innovative yet balanced with conservatism, tended to be more successful. Successful managers also tended to be decisive and have greater management focus. They were hands-on, and moderate delegators. And, successful managers exhibited greater interpersonal spontaneity and were focused on their responsibilities. Swanljung (1981) also identified nine common personality characteristics of successful hospitality managers. These traits included energy, hardwork, the ability to motivate others, determination, discipline, a demanding personality, the ability to make good judgments, intelligence, and an outgoing personality.

In 1989, Philip Worsfold found a common personality thread which he labeled "people skills" in his study of hotel general managers in the United Kingdom. He found the successful manager was more assertive, forthright, venturesome, uninhibited, imaginative, easy to get along with, and preferred working in groups. The successful manager was extraverted and put an emphasis on people skills. SRI Gallup identified 10 hotel management characteristics of exceptional performers using personality traits (Brownell, 1994), and found that finding the best employee for the job involves a close look at personality traits. The unique dimensions of the hospitality industry require a clear understanding of what is important (company mission/culture) and who can achieve it.

Other examples of hospitality companies using personality indicators are the Fairmont Hotel in Dallas, Texas. The Fairmont currently use personality testing as a management tool to better understand employees' priorities in life and what matters to them (O'Rourke-Hayes, 1994). Elmont, (1993) owner of the Mirabelle Restaurant “types” each new hire and has impeccable customer service and almost non existent turnover. Omni Hotels through a clear understanding of what their corporate culture is and the type of individual they need to successfully implement their mission and goals, have reduced turnover from over 100 percent to less than 30 percent through “typing”(Kulfan, 1995). Glen Rose (1995) in a study of 274 hospitality industry employees discovered that personality needs were predictive of job security and continuing employment, and California Consulting Group in 1994 identified 7 hospitality worker personality categories that are likely to file stress claims. Human behavior is principally important for achieving service. Selecting service employees requires knowing an individual’s preferences relative to service delivery. By placing the correct individuals in the service position the service manager will increase the probability of achieving service quality (Samenfink, 1992).

Personality and Recruitment

As a recruitment and career selection tool, research indicates that the 46,000 students that are annually enrolled in four year hospitality programs are clearly showing “type” preferences. The types that appear to be surfacing in surveys of hospitality students are ESFJ (Extravert, Sensing, Feeling, and Judging) and ESTJ’s (Extravert, Sensing, Thinking, and Judging. Janson (1994) found 47 percent of 34 hospitality seniors enrolled in the hotel and restaurant administration program at the State University of New York in

Plattsburgh had ESFJ personality types. Brymer and Pavesic in a 1990 study of 106 hospitality graduates from four year programs found 35% of the graduates had ESTJ and ESFJ personality types.

When these traits are appropriately identified a specific recruitment program for attraction of the ideally qualified student would prove beneficial (Houtz, Fox, Roberts & Huffman, 1990). Not only will turnover be reduced, but as a by product, students will also learn to use personality type in their daily lives and will see the world more accurately, develop better alternatives, make fewer decisions that have unintended consequences and feel more attuned to their own values and to what matters to other people. Throughout their lives students will make better work and personal decisions (Myers & McCaulley, 1989). This gives the hospitality industry a more innovative, wise and visionary employee.

Summary

Some companies have used personality “typing” as a way to better understand and relate to managers and employees. Having a clear definition of each specific job and its congruent personality type could provide a significant step toward increased job satisfaction and reduced turnover in the hospitality industry (Kulfan, 1995). People are most successful when engaged in activities that fully utilize their preferred types. Personality develops long before a person joins an organization. To assume that personality can be modified easily to fit the job/corporation can result in managerial frustration and ethical problems (Gibson et. al., 1991). It makes sense to realize and utilize an individual’s best assets. “Typing” provides useful contributions to self

awareness and self esteem and helps individuals to understand others. Focusing on the personality of the other person can ensure proper communication and understanding. For example, intrapreneurs tend to be introverted, intuitive, thinking and judging while entrepreneurs are extraverted, intuitive, thinking and perceptive. This information may help to position individuals in more satisfying environments.

Enlightened companies try to hire, place, and develop employees where their strengths will benefit the entire organization. For personality types identified as having an interest in innovation, a job in research and development is probably a good match. Such an individual prefers the stimulation of beginning new projects. On the other hand, another personality type will thrive on implementation rather than conceptualization and would prefer a production, testing, or quality control situation. For those who do best focusing on one task at a time, a specialist position would be in order. The opposite type would be better placed in a generalist or troubleshooting job where the preference for seeing the big picture is more important. For some personality types, the opportunity to interact with others is an important consideration, while for their opposite type, working alone would be preferable. Being part of a project team would be ideal for some while their opposites would view team effort as a frustrating waste of time (MacKenzie, 1986).

If the best selection is to be made, it is important to use any and all effective selection tools available. Not every candidate will fit neatly into the “ideal” type, nor should they. However using all available information to make decisions that impact an industry as strongly and as importantly as does human resources in the hospitality industry, is a

necessity. "Any attempt to understand employee behavior is grossly incomplete unless personality is considered" (Gibson et al., 1991, p.78).

CHAPTER III

METHODOLOGY

Introduction

The methodology chapter is divided into four areas: subjects, instruments, procedures, and design. The subjects area describes the participants in the study. The instrument area describes the Keirsey Temperament Sorter which is based on the Myers Briggs Type Indicator (MBTI) as well as the personal history questionnaire. The procedure section discusses chronologically the methods used by the researcher to gather the data. And, the design area discusses the type of research design used in the study as well as the independent and dependent variables and the statistical procedures used to test each research hypothesis.

Subjects

A purposive random sample was selected for this study. The target population for this study consisted of graduates of four year Council of Hotel, Restaurant and Institutional Education (CHRIE) member programs as outlined in the CHRIE Guide to College Programs, 1994. The survey population for this study consisted of graduates randomly

selected from the target population which represented dispersed geographic areas as designated by the National Restaurant Association (NRA). The NRA divided the United States into distinct geographic areas for their 1994-1995 regional economic indicators. This geographic breakdown was selected for this study in order to get a more representative selection of responses from throughout the United States.

All 4 year baccalaureate hospitality programs contacted were Council of Hotel, Restaurant and Institutional Educators members (CHRIE). CHRIE member schools were selected to facilitate obtaining a frame and to increase response rate. CHRIE member schools are listed annually in the CHRIE Guide To College Programs, 1994 and because these institutions are part of this professional organization that supports and advances information exchange, it was decided by the researcher that they would be more receptive to responding to this study. Four year program graduates were selected (versus two year graduates) because more diverse management/supervisory positions are obtained by four year graduates. Two year hospitality program graduates tend to be more technically oriented. By choosing graduates of these four year programs, the alumni relationship was considered as a factor that would contribute to increasing the response rate. The random respondents selected were graduates of these purposively selected programs that had matriculated during 1989 or before. This 1989 cut-off date was selected as an indicator of retention in the industry. As previously mentioned, one third of hospitality industry turnover occurs in the first five years (Pavesic & Brymer, 1990). This research attempted to survey those that were still in the industry, thus a 5 year cut off was selected in order to facilitate this goal. With the hospitality industry averaging one year job retention versus

4.2 year job retention in other industries, five years was considered a good conservative cut off (Woods, 1992). Research also indicates that unrealistic expectations of new entrants might be a factor in early turnover (Knutson, 1987; Casado, 1992). By selecting 1989 or earlier graduates, this confounding variable would be reduced. Because it was decided by the researcher that selection of hospitality graduates as subjects would also assist in increasing response rates, the study's generalizability is limited to such a population. The industry is full of managers and employees with no baccalaureate degree and this study is not representative of those individuals.

Each CHRIE four year program director from purposively selected geographic areas was asked to provide labels or a mailing list of persons graduating from their programs specifically in hospitality during 1989 or before and were offered results of their program's data as incentive to cooperate (Appendix A). A letter was sent initially to nine programs requesting a set of mailing labels or a mailing list. Four program directors agreed to participate, four declined and one did not respond. Five alternate programs were contacted from the same geographic locations, with these five agreeing to participate. Unfortunately one of these programs that agreed to participate never mailed the labels, thus in total eight programs from different geographical regions participated and sent either labels or mailing lists. From seven of the labels/lists, 100 subjects were randomly selected using a random numbers table. The eighth list had only 40 graduates in it, thus all 40 were mailed out from this list.

This desired sample size of 740 was determined using sample sizes appearing in current hospitality literature, and the formula for Attribute Sampling. Current hospitality

literature revealed industry survey response rates averaging 10-20 percent. Some response rates have ranged from 1 percent to 10 percent and rates of less than 31 percent are common with 18 percent being typical (Paxson, 1995). Most hospitality companies are small and have limited resources and time, thus respondents may be less likely to respond. Respondents that participate are doing “something extra” that is not in their job description.

The formula for Attribute Sampling estimates the proportion (p) of individuals in the population who have a specified attribute, in this case personality type. Using P as .1, reveals a conservative sample size of 139 with N =infinite and a confidence level of .05, within 5 percent of its true value (Warde, 1990). A minimum response of 200 was desired by this researcher.

Instruments

Two instruments were mailed to each subject. The Keirsey Temperament Sorter was sent to each subject in order to determine the subject’s personality type. A personal history questionnaire was sent to each subject to determine basic demographic information as well as job satisfaction responses.

Keirsey Temperament Sorter

The Keirsey Temperament Sorter is a 70 question multiple choice self scoring instrument. It yields a four letter score indicating an individual’s four preferences for how they receive energy from their environment for decision making; how they attend, or sort through what they will attend to; how they choose or prefer to decide and how they prefer to put or not put closure on matters (living). The instrument contains indices for

determining each of the four basic preferences which structure the individual's personality based on Jung's theory of personality type. The subject's answers to the Keirsey Temperament Sorter are added, scored and grouped into four two-group indices representing each preference area. The score consists of two letters on each index based on a numerical score. This determines if the respondent's preference is E or I, S or N, T or F, and J or P based on the strength of each preference. The dominant preference is the largest number in the response column (Appendix B). Previously discussed at length in Chapter Two it is important to note that Jung's four categories of personality are *Attending* (Sensing/Intuition); *Deciding* (Thinking/Feeling); *Energizing* (Extraversion/Introversion); and *Living* (Judging/Perceiving) (Figure 3).

The first three categories are on a continuum. A person uses "some" of each category, but tends to prefer or lean toward one end of the continuum for each category. *Attending* is the way a person becomes aware of things, people, events and ideas. According to this theory, one might use sensing (S) traits more often than intuition (N) more often. For *Deciding*, the way one comes to a conclusion, one might use thinking (T) or feeling (F). The continuum for *Energizing*, is bounded by an Extraverted (E) individual who will draw energy from the *outside* world of people, activities and things and an Introvert (I) who will draw energy from the *internal* world of ideas, emotions or impressions. The *Living* category, which is not on a continuum, includes a Judging (J) person who requires closure to decisions and a Perceiving (P) individual who prefers to look at all the alternatives and has difficulty bringing quick closure to decisions.

The Keirsey Temperament Sorter was chosen to determine, from self-report, an individual's basic preferences regarding energizing, attending, deciding and living. The Keirsey Temperament Sorter is based on the Myers Briggs Type Indicator (MBTI) and has been shown to be an effective tool for personality measurement with a reliability that is consistent with other personality instruments and satisfactorily representing Jung's theory of psychological type (Berens, 1995). The Keirsey Temperament Sorter correlates at .70 on test retest reliability and .60 to .80 for established validity, which is an acceptable range (Berens, 1995). Test-retest reliability investigates the content sampling error or internal consistency reliability.

The Keirsey Temperament Sorter, an adapted version of the MBTI, has also been used in previous hospitality research because of its high construct validity, and user friendliness (Janson, 1994). This adapted version of the MBTI was selected by this researcher to measure the 16 personality types because it is easily administered through the mail, was appropriate for the subjects selected, and was easy to self-score. The Keirsey Temperament Sorter is easily interpreted and low in cost. In addition this instrument is less intimidating and more simplistic. Due to all of these factors it was determined to be the most appropriate instrument for the respondents. The directions were quite clear and the time demands on the subjects were minimized by selection of this instrument. Subjects could also quickly self-score and instantly have access to their personality type. This was a particularly important consideration in selection of the Keirsey Temperament Sorter. The researcher checked the accuracy of the self-scoring by

the subjects randomly on about every 15th instrument. Respondents had no trouble self-scoring.

Personal History Questionnaire

The personal history questionnaire was designed by the researcher and consisted of nine questions relative to the respondents' employment as well as six Likert type questions relative to retention and job satisfaction. The subjects were asked to indicate their gender, ethnicity, income, age, current employment, length of employment, segment of employment, and primary position in order to establish a "profile" of each respondent. Although physical characteristics such as gender, ethnicity, income, and age have been investigated extensively; results have not been conclusive as to their impact on job satisfaction (Dalton & Marcis, 1987; Smith et al., 1969). Individuals of different gender, age, or ethnicity, however, are frequently offered varying opportunities because of prejudiced notions about the abilities of different types of people (Cranny, Smith & Stone, 1992). Persons aging 35-54 are in their peak discretionary income years (Powers, 1988). This factor must be considered as a variable in the turnover/retention equation. Women have had a struggle in the hospitality industry to reach top level management positions. It has been documented in this industry that jobs dominated by women pay less than those dominated by men (Woods, 1992). Each of these variables impacts how one views his or her level of job satisfaction so each of these variables must be looked at.

The Likert scale job satisfaction questions asked the subjects to rate satisfaction with mentoring/supervision, family support, pay and benefits, quality of work life, personal development and responsibility as factors in their decision to stay in the hospitality

industry (Appendix C). These items were selected because they are frequently mentioned in the literature as sources of turnover (VanDyke & Strick 1990; Prewitt, 1989; Antolik, 1993; Telberg, 1990; Deneffe, 1993). When examining why individuals decide to stay in the hospitality industry it is necessary to include these issues.

Procedures

After approval from the Institutional Review Board at Oklahoma State University, both questionnaires were pilot tested in a graduate class in the Department of Nutritional Sciences at Oklahoma State University (Appendix C). The two surveys were passed out by the class instructor with no specific instructions except the fact that they were pilot testing questionnaires for a dissertation and to please fill them out and return to the researcher. Based on the pilot test, appropriate changes were made and the two questionnaires, the Keirsey Temperament Sorter and the Personal History Questionnaire, in final form were mailed with a cover letter (Appendix D) to the selected sample. The sample consisted of randomly selected alumni from the purposively selected institutions. Each subject was asked to complete both the Keirsey Temperament Sorter and the Personal History Questionnaire and return both in a supplied business reply envelope. Voluntary participation was noted and confidentiality was assured. Mailing labels were used for the first mailing with first class postage. The instruments were sent in a legal size envelope with Oklahoma State University, School of Hotel and Restaurant Administration return address. A first mailing was made to 100 randomly selected alumni from mailing lists from each of six institutions. Six hundred first questionnaires were mailed June, 1995 resulting in 88 usable completed returns. Forty one of these initial 600 questionnaires

were returned by the U.S. Post office with new addresses noted and 46 questionnaires were returned by the US Post Office as not deliverable. This was a total of 175, which included 88 that were usable, 41 that needed to be remailed to the new addresses and 46 that could not be remailed nor used.

In July, the 466 subjects that had not yet responded were sent a second request. At this time, 425 second mailings), including the 41 re-addressed first mailings (466) were mailed (600-88 good responses=512; and 512-46 nondeliverable questionnaires=466). The second request mailings were hand addressed with blue ink on the same envelopes as the first mailing and included a second cover letter with a more personal plea (Appendix E). Two new questionnaires were also included with these second requests in case the respondents had misplaced the first questionnaires. This second request yielded 22 additional responses and 8 additional non deliverable pieces. These two mailings to 600 subjects yielded a total of 110 usable responses.

In September, 1995, an additional 140 first mailings were sent out in envelopes with Oklahoma State University, School of Hotel and Restaurant Administration return address and mailing labels. This 140 first mailings were mailed later than the initial 600 first mailings because the mailing list was not made available from the 8th school until this time. The seventh school was held to mail with this batch. As previously mentioned the 9th school never supplied a list or labels. This September "first mailing" of 140, yielded another 15 responses bringing the total to 125 usable surveys and 54 non deliverable surveys. One hundred and twenty five second request mailings hand addressed with blue ink on the same envelopes as the first mailing and including a second cover letter with a

more personal plea (Appendix E) were mailed to this second group. Two new questionnaires were also included with these second requests in case the respondents had misplaced the first questionnaires. Of the 115 second mailing surveys sent two weeks after their first mailing, 14 additional usable surveys and eight non deliverable (bad addresses) were received yielding 139 usable questionnaire and 62 non deliverable questionnaires.

In summary, 740 subjects were sent surveys in two separate mailings. Of these 740 surveys, 540 were sent second requests. Six hundred and seventy eight respondents received questionnaires and a total 139 questionnaires were returned (20.5%).

Research Design

This was a descriptive study using a cross-sectional mail survey method to obtain information from subjects relative to retention, jobs satisfaction, and personality type. The Keirsey Temperament Sorter was self-administered via mail to each subject to determine each subject's personality type. The Keirsey Temperament Sorter is a self scoring test designed by David Keirsey and Marilyn Bates. This 16 variant test was adopted from the Myers Briggs Type Indicator and has been in use since 1984 in "hundreds of corporations, universities and municipal institutions by millions of individuals " (Prometheus, 1994).

A job satisfaction/personal history questionnaire was also administered via mail to each respondent. This questionnaire contained multiple choice and Likert scale responses. The dependent variable in this study was time in the hospitality industry (retention) while the independent variables consisted of personality type and jobs satisfaction/personal history variables.

Analysis

The data was coded and entered on PC File as it was received. The Statistical Package for Social Sciences (SPSS) for Windows program was used to analyze the data using frequencies, means, non parametric correlations and Chi Square Test of Independence. Results and discussion of these results will follow in Chapter 4.

+ (452)

CHAPTER IV

RESULTS

Results of each questionnaire as well as results and discussion of each research question will follow. A profile of each of the 139 respondents will be presented first..

Personal History Questionnaire

As stated previously subjects represented eight hospitality programs dispersed throughout the U.S. Descriptive statistics were used to analyze the demographic variables in the study. Of the 139 respondents, 59 were female and 80 were male (Table 1). More males were represented in this study than females. Forty eight females and 59 males responded to the personality inventory, with a majority of both having an SJ temperament (Table 2).

180
131
311

TABLE 1
GENDER OF RESPONDENTS

Gender	Frequency N=139	Percentage
Females	59	42.4%
Males	80	57.6%

TABLE 2
PERSONALITY TEMPERAMENT OF RESPONDENTS BY GENDER

Temperament	Females+ N=48	Males+ N=59
Sensing/Thinking (S/T)	41 (38.7%)	49 (45.3%)
Intuitive/Thinking (NT)	4 (3.7%)	3 (2.8%)
Intuitive/Feeling (NF)	2 (1.9%)	6 (5.6%)
Sensing/Perception (SP)	1 (1%)	1 (1%)

+ Eleven females and 21 males did not respond to the Keirsey Temperament Sorter.

Of the 139 respondents, 97 percent were Caucasian (Table 3). Two respondents answered "other".

TABLE 3
ETHNICITY OF RESPONDENTS

Ethnicity	Frequency N=139	Percentage
Caucasian	135	97.1%
Other	2	1.4%
Asian American	1	.7%
American Indian	1	.7%
Hispanic	0	.0%
African American	0	.0%

The mean income for all respondents was \$42,888, with males earning significantly more than females, $t=11.31(138, N=139) P \leq .01$, (Table 4). Income ranged from a low of \$5,000 to a high of \$400,000 with 25 percent of respondents earning \$24,000 or less, 50 percent of respondents earning \$31,200 or less and 75 percent of respondents earning

\$50,000 or less. The most frequent income amount reported by 13 percent of the subjects was \$30,000 per year.

TABLE 4
ANNUAL
INCOME OF RESPONDENTS

	All Respondents N=139	Females N=59	Males N=80
Mean Income*	\$42,888	\$26,945	\$54,906

*P≤.01

The mean age of all respondents was 37 years. Ages of respondents ranged from 25 years to 69 years with 70 percent of the respondents 42 years of age or younger (Table 5).

TABLE 5
AGE OF RESPONDENTS

Age	Frequency N=139	Percentage
25-35 Years of Age	79	56.8%
36-45 Years of Age	29	20.9%
46-55 Years of Age	22	15.8%
56-69 Years of Age	9	6.5%

Twenty four percent of the respondents had been working in the hospitality industry less than five years. Seventy one percent had worked in the industry five or more years and 5 percent did not respond to the question (Table 6). Males stayed in the industry significantly longer than females, $\chi^2=19.26$ (df=1, N=130) $P \leq .0001$. (Table 7).

TABLE 6
LENGTH OF TIME EMPLOYED IN THE HOSPITALITY INDUSTRY

Length of time employed	Frequency N=132+	Percentage
1.0 to 5.0 Years	33	23.7%
5.1 to 10.0 Years	37	26.6%
More than 10 Years	62	44.6%

+Note Seven respondents did not answer this question.

TABLE 7
TIME IN INDUSTRY BY GENDER

Length of Employment*	Males N=74	Females N=56
Less than 5 Years	8	25
5 Years or More	66	31

* $P \leq .0001$

Due to the small sample size the six initial employment segments were collapsed into smaller segments for statistical analysis. Dividing the hospitality industry into three major segments to include Food, Lodging and Other, revealed that the majority of respondents worked in a food related segment of the hospitality industry (Table 8). Most of the respondent held management positions within these segments (Table 9).

TABLE 8
INDUSTRY SEGMENT THAT BEST DESCRIBES
RESPONDENT'S OCCUPATION

Segment	Frequency N=111+	Percentage
Food (Quick Service, Full Service, Clubs, Institutional)	75	54.0%
Lodging	25	18.0%
Other (Suppliers, Educators)	11	7.9%

+Note Twenty eight respondents (20.1%) did not answer this question.

TABLE 9
 PRIMARY POSITION THAT DESCRIBES
 AREA OF RESPONSIBILITY
 HELD BY RESPONDENTS

Position	Frequency N=121+	Percentage
Operations Management	79	56.9%
Support of Operations (Includes technicians, educators, maintenance)	30	21.5%
Food Preparation	7	5.0%
Rooms	5	3.6%

+Note Eighteen subjects (12.9%) did not respond to this question.

When asked on a seven point Likert scale to indicate 1 for Strongly Disagree and 7 for Strongly Agree, respondents indicated that they stayed in the industry most often because of opportunity for increased responsibility and personal development. Existence of a good quality of work life rated lowest as a factor in influencing respondents to stay in the hospitality industry (Table 10).

TABLE 10

**RESPONDENTS REASONS FOR STAYING IN
THE HOSPITALITY INDUSTRY**

Reason for Staying	Mean All Respondents N=132	Mean Employed <5 Years N=33	Mean Employed 5>Years N=99
I stayed in the industry because:	SCALE: 7= Strongly Agree 4=Neither Agree nor Disagree 1=Strongly Disagree		
Experienced Increased Responsibility	4.55	3.30	5.24
Experienced Personal Development	4.45	3.33	5.09
Family gave emotional support and encouragement	3.45	3.18	3.73
A person supported and encouraged respondent to stay in the industry (Mentor)	3.34	3.00	3.65
Pay and Benefits	2.91	2.30	3.27
Quality of Work Life	2.70	2.00	3.08

Keirsey Temperament Sorter

The Keirsey Temperament Sorter is a personality test based on the Myers Briggs Type Indicator (MBTI), that gives an individual's preferences for how they attend, take in and process information and view the world. Based on scores, respondents are classified as extraverted or introverted (E/I), sensory or intuitive (S/I), thinking or feeling (T/F), and perceiving or judging (P/J). Extraversion or introversion shows whether an individual is oriented toward the outer world or the inner world. Sensing or intuition reflects how a person perceives. They can be sensing (S), on observable facts or intuitive (N) reflecting on possibilities. The thinking/feeling (T/F) preference reflects judgment. Thinking (T) is basing decisions on logic, while feeling (F) is basing decisions on personal or social values. The judging/perception (J/P) index indicates a style of dealing with the outside world. Judging (J) is with logic and organization and perceiving (P) is open ended. Sixteen different personality types are classified by interpretation of scores. Subjects indicate a preference on each index. The theory behind personality typing postulates dynamic relationships between each preference, with people developing greater skill with the processes they prefer and the attitudes they prefer. Within each of these personality types lies one of four temperaments which is the basis of the personality type. (Myers & McCaulley, 1989). These four temperament combinations are sensing/judging (SJ), sensing/perception (SP), intuitive/thinking (NT) and intuitive/feeling (NF).

As stated, the Keirsey Temperament Sorter is a short version adapted from the Myers Briggs Type Indicator (MBTI) and is firmly based in Jung's theory of psychological types. Each of these personality types helps to describe an individual's preferred way of dealing

with the environment. Eleven personality types out of a possible sixteen personality types were represented in this sample (Table 11).

TABLE 11
PERSONALITY TYPES OF RESPONDENTS

Personality Type		Temperament	Freq	Percentage
Extravert/Sensing/Thinking Judging	ESTJ	SJ	41	28.8%
Extravert/Sensing/Feeling Judging	ESFJ	SJ	30	21.6%
Introvert/Sensing/Thinking Judging	ISTJ	SJ	14	13.2%
Extravert/Intuitive/Feeling Perceptive	ENFP	NF	6	4.3%
Introvert/Sensing/Feeling Judging	ISFJ	SJ	5	3.6%
Extravert/Intuitive/Thinking Judging	ENTJ	NT	4	2.9%
Extravert/Intuitive/Feeling Judging	ENFJ	NF	2	1.4%
Extravert/Sensing/Feeling Perceptive	ESFP	SP	2	1.4%
Extravert/Intuitive/Thinking Perceptive	ENTP	NT	1	.7%
Introvert/Intuitive/Thinking Judging	INTJ	NT	1	.7%
Introvert/Intuitive/Thinking Perceptive	INTP	NT	1	.7%
Extravert/Sensing/Thinking Perceptive	ESTP	SP	0	0%
Introvert/Intuitive/Feeling Perceptive	INFP	NF	0	0%
Introvert/Sensing/Feeling Perceptive	ISFP	SP	0	0%
Introvert/Sensing/Thinking Perceptive	ISTP	SP	0	0%
Introvert/Intuitive/Feeling Judging	INFJ	NF	0	0%

Note N=107 (32 respondents did not complete the Keirsej Temperament Sorter)

As seen in Table 12, the percentage of sensing/judging (SJ) temperaments was much greater than in the percentage in the general population, $\chi^2=101.79$ (df=3, $N=107$) $P \leq .001$. Temperament allows understanding into how people teach, learn, lead, socialize and relate to others (Kroeger & Thuesen, 1992). The subjects with a sensing/perception temperament (SP) were few, especially when compared with the percentage of temperaments found in the general population (Kroeger & Thuesen, 1992).

TABLE 12
COMPARISON OF PERSONALITY TEMPERAMENTS OF SUBJECTS
WITH PERCENTAGES FOUND IN U.S. POPULATION

Personality Temperament*	Characteristics	% In Sample N=107	% In U.S.
Sensing/Judging (SJ)	harmony/service structure/orderly	84.1% (90)	38%
Intuitive/Feeling (NF)	empathetic personalized sees possibilities	7.5% (8)	12%
Intuitive/Thinking (N/T)	competent demanding logical	6.5% (7)	12%
Sensing/Perception (SP)	flexible/open minded risk taking negotiable	1.9% (2)	38%

*P \leq .001

The results from this study can be compared to those for the general population for each component. Seventy five percent of the general population in the United States has a preference for extraversion (E) and 75 percent of the population has a preference for sensing (S). Sixty percent of the population has a preference for Judging (J) (Myers, 1980). Chi Square analysis of these estimates in the general population relative to the selected sample revealed significance in each area except extraversion (E) and introversion (I) (Table 13). Table 14 shows the significance of sensing/intuition, $\chi^2=7.13$ (df=1,

$N=107$) $P \leq .01$. Table 16 shows the significance of judging/perception, $\chi^2=42.32$ ($df=1$, $N=107$) $P \leq .001$.

Sixty percent of men in the US population tend to be thinking (T) oriented and 60 percent of women tend to be feeling (F) oriented (Myers & McCaulley, 1989). The subjects in this study were not significantly different than the general population. Sixty four percent of the men were thinking (T) oriented and 50 percent of the females were feeling (F) oriented (Table 15)

TABLE 13

COMPARISON OF RESPONDENTS' PERSONALITY TYPES WITH
GENERAL U.S. POPULATION RELATIVE TO
EXTRAVERSION (E)
AND INTROVERSION (I)

Extraversion/Introversion	Observed in Sample $N=107$	Expected Frequency
Extraversion (E)	86 (80%)	80 (75%)
Introversion (I)	21 (20%)	27 (25%)

TABLE 14

COMPARISON OF RESPONDENTS' PERSONALITY TYPE WITH GENERAL U.S.
POPULATION RELATIVE TO
SENSING (S) AND INTUITION (I)

Sensing/Intuition*	Observed Frequency N=107	Expected Frequency
Sensing (S)	92 (86%)	80 (75%)
Intuition (I)	15 (14%)	27 (25%)

*P ≤ .01

TABLE 15

COMPARISON OF RESPONDENTS' PERSONALITY TYPE WITH GENERAL US
POPULATION RELATIVE TO
THINKING (T) AND FEELING (F)

Personality Temperament	Males N=59	Males U.S.	Females N=48	Females U.S.
Thinking (T)	64% (38)	60%	50% (24)	40%
Feeling (F)	35% (21)	40%	50% (24)	60%

TABLE 16
 COMPARISON OF RESPONDENTS' PERSONALITY TYPE
 WITH GENERAL U.S. POPULATION RELATIVE TO
 JUDGING (J) AND PERCEPTION (P)

Judging/Perception*	Observed Frequency N=107	Expected Frequency
Judging (J)	97 (91%)	64 (60%)
Perception (P)	10 (9%)	43 (40%)

*P≤.001

Research Questions

Research Question 1:

Is there a predominant personality type associated with each segment of the hospitality industry?

The initial six segments for this study were Quick Service Restaurant, Full Service Restaurant, Clubs, Lodging, Institutional, and Food Service Supplier. Due to the low response rate for these segments, it was decided to use two segments instead of the original six. Analyzing these segments relative to predominant personality types revealed a significant difference in personality type between segments, $\chi^2=13.26$ (df=2, N=85), $P\leq.005$, (Table 17 and 18). An examination of subjects' temperament relative to the

hospitality industry segments showed that significantly more Sensing/Judging types (SJ's) existed, $\chi^2=75.27$ (df=1, N=85), $P \leq .001$, (Table 19).

TABLE 17
PERSONALITY TYPES OF RESPONDENTS BY SEGMENT

Personality Type N=16	Food N=58	Lodging N=19	Other N=8
ESTJ	22	6	3
ESFJ	18	6	2
ISTJ	9	2	1
ENFP	4	1	0
ENTJ	2	1	0
ISFJ	2	2	0
ENFJ	1	0	1
ESFP	0	0	1
INTP	0	1	0

TABLE 18
PREDOMINANT TYPE BY SEGMENT

Personality Type*	Food N=58	Lodging and Other N=27
ESTJ	22	9
ESFJ	18	8
14 Other Personality Types	18	10

* $P \leq .005$

TABLE 19
COMPARISON OF RESPONDENTS'
TEMPERAMENT TYPE AND
SEGMENT OF EMPLOYMENT

Temperament Type*	Food Segment N=58	Lodging and Other Segment N=27
<u>NT AND NF</u>	<u>7</u>	<u>4</u>
Intuitive/Feeling (NF)	(5)	(2)
Intuitive/Thinking (NT)	(2)	(2)
<u>SJ AND SP</u>	<u>51</u>	<u>7</u>
Sensing/Judging (SJ)	51	6
Sensing/Perception (SP)	0	1

*P≤.001

Research Question 2:

Is there a connection between personality type and time in the hospitality industry; mentoring and time in the hospitality industry; family support and time in the hospitality industry; pay and time in the hospitality industry; quality of work life and time in the

hospitality industry; opportunity for development and time in the hospitality industry; and increased responsibility and time in the hospitality industry?

Analysis of personality type and time in the hospitality industry also required collapsing the data to satisfy the expected value of 5 subjects per cell. Since ESTJ and ESFJ represented the personality type of over 50 percent of the subjects the cells were divided into ESTJ, ESFJ and Other. Other included the other 50 percent of the subjects dispersed throughout the 14 other personality types. Chi Square tests were done on these types relative to time in the industry. This study revealed that time in the industry was significantly dependent on personality type, with ESTJ's and Other staying longer in the industry than ESFJ's, $\chi^2=44.98$ (df=2, N=102), $P \leq .001$, (Table 20).

TABLE 20
PERSONALITY TYPE AND TIME IN THE HOSPITALITY INDUSTRY

Personality Type* (N=16)	Less than 5 Years in Industry (N=25)	5 Years or More in Industry (N=77)
ESTJ	6	33
ESFJ	11	18
OTHER PERSONALITY TYPES	8	26

Note Five respondents of 107 respondents answering personality questionnaire did not indicate length of time employed in industry.

* $P \leq .001$

Chi Square tests were also done on the different individual preferences that make up a personality type. Although, extaversion/introversion (E/I), sensing/intuition (S/N), and judging/perception (J/P), were not significant relative to time in the industry, thinking/feeling (T/F) was, $\chi^2=5.07$ (df=1, N=102), $P \leq .02$, (Table 21, 22, 23 and 24). The Contingency Coefficient which shows the degree of relationship between extraversion/introversion and time in the industry was 0.10; for sensing/feeling it was 0.03; for judging/perception 0.12; and for thinking/feeling 0.22.

TABLE 21

RESPONDENTS PERSONALITY TYPE AND LENGTH OF EMPLOYMENT
RELATIVE TO EXTRAVERSION AND INTROVERSION

Personality	Employed Less than 5 Years+ N=25	Employed 5 Years or More+ N=77
Extraversion	21	62
Introversion	3	16

TABLE 22

RESPONDENTS PERSONALITY TYPE AND LENGTH OF EMPLOYMENT
RELATIVE TO SENSING AND INTUITION

Personality	Employed Less than 5 Years+ N=25	Employed 5 Years or More+ N=77
Sensing (S)	22	66
Intuition (N)	3	11

TABLE 23

RESPONDENTS PERSONALITY TYPE AND LENGTH OF EMPLOYMENT
RELATIVE TO JUDGING AND PERCEPTION

Personality	Employed Less than 5 Years+ N=25	Employed 5 Years or More+ N=77
Judging (J)	21	71
Perception (P)	4	6

TABLE 24

RESPONDENTS PERSONALITY TYPE AND LENGTH OF EMPLOYMENT
RELATIVE TO THINKING AND FEELING

Personality*	Employed Less than 5 Years+ N=25	Employed 5 Years or More+ N=77
Thinking (T)	9	49
Feeling (F)	16	28

*P<.02

Chi Square was also done on temperament. Temperament was not a significant factor relative to time in the industry (Table 25).

TABLE 25
PERSONALITY TEMPERAMENT AND LENGTH OF EMPLOYMENT

Personality Temperament	Employed Less than 5 Years N=25	Employed 5 Years or More N=77
Intuitive/Feeling (NF)	2	6
Intuitive/Thinking (NT)	0	5
Sensing/Judging (SJ)	21	66
Sensing/Perception (SP)	2	0

Subjects were asked to rate the influence of six extrinsic variables: mentoring; family support; pay and benefits; quality of work life; opportunity for personal development and opportunity for increased responsibility on their retention in the industry. Two of these variables were rated as positive influences on respondents' decision to stay in the industry. These two factors were opportunity for increased responsibility and opportunity for personal development. Emotional support from the family and existence of a mentor were

fairly neutral as far as being an influence. Pay, benefits, and quality of work life were rated poorly as an influence on subjects' decision to stay in the industry (Table 10).

The extrinsic variables were collapsed into nominal data to run a Chi Square test. Those responses that were 1, 2 or 3 on a 7 point Likert scales were considered low influences. Those responses that were 5, 6 or 7 were considered high influences. The highs and lows were then tested against time in the industry. Opportunity for increased responsibility was significant, $\chi^2= 5.40$ (df=1, N=99), $P \leq .05$. Quality of work life was also significant, $\chi^2=4.51$ (df=1, N=99), $P \leq .05$, (Table 26).

TABLE 26
EXTRINSIC VARIABLES RELATED TO TIME IN THE INDUSTRY

Variable Reason for Staying	<u>Employed <5 Years</u>		<u>Employed 5>Years</u>	
	Low	High	Low	High
Opportunity for Increased Responsibility* (N=99)	5	10	9	75
Quality of Work Life* (N=100)	17	3	58	22
Opportunity for Increased Development (N=99)	4	10	10	75
Pay and Benefits (N=89)	14	7	48	20
Mentor (N=77)	7	8	33	29
Family (N=83)	7	9	36	31

*P≤.05

Research Question 3

What is the major factor of the extrinsic and intrinsic factors mentioned above that is most related to retention?

The *intrinsic* variables that showed significance relative to time in the industry were personality type, $\chi^2=44.98$ (df=2, N=102), $P\leq.001$ and the thinking/feeling (TF) component of personality type, $\chi^2=5.07$ (df=1, N=102), $P\leq.02$. The *extrinsic* variables that were significant relative to time in the industry were opportunity for increased responsibility, $\chi^2=5.40$ (df=1, N=99), $P\leq.05$ and poor quality of work life, $\chi^2=4.51$ (df=1, N=99), $P\leq.05$.

CHAPTER V

DISCUSSION

The hospitality industry is the largest employer in the United States and as such experiences high and expensive turnover rates (Hogan, 1992; VanDyke & Strick, 1990). Studies regarding turnover in the hospitality industry frequently cite poor job satisfaction as a reason for this turnover. The feelings one has toward their job, including expectations and social values is what determines one's level of job satisfaction (Locke, 1975). If the job contributes to an individual's perceived expectations and is congruent with what that individual values, then increased satisfaction will occur. This congruence guides an individual's initial job choice, and according to personality theory, job choice is an unconscious expression of an individual's personality preferences (Holland, 1973).

This study examined the intrinsic characteristic of personality type as a possible indicator of retention in the hospitality industry and compared it with the frequently mentioned external characteristics of pay, family support, mentoring, opportunity for personal development, quality of work life and opportunity for increased responsibility. Two instruments were used to measure these variables. The results of the two instruments will be discussed and summarized, followed by a discussion of the research questions and the implications of the results for the hospitality industry.

Keirsey Temperament Sorter

Frequency analysis and Chi Square Tests of Independence were completed on the results of the responses to the Keirsey Temperament Sorter. Appendix B includes a copy of the Keirsey Temperament Sorter. The Keirsey Temperament Sorter is a shortened version of the Myers Briggs Type Indicator (MBTI) previously used in hospitality research and frequently used in business to determine personality type. It is a user friendly version and easy to administer and self-score.

In order to determine their personality type, respondents to this instrument were asked to circle the answer with which they most agreed. One hundred and thirty nine questionnaires were returned out of 678 delivered. This response rate of 20.5 percent, although low, is typical of response rates found in hospitality research (West, 1990; Schaffer & Litschert; 1990; Paxson, 1995).

Of a possible 16 personality types obtainable from the Keirsey Temperament Sorter, 11 were represented by these subjects (Table1). Over 50 percent of the respondents had Extraverted, Sensing, Thinking, Judging (ESTJ) and Extraverted, Sensing, Feeling, Judging (ESFJ) personality types (Table 1). This finding was significant and consistent with past hospitality research on personality types (Janson, 1994; Martin, 1991; and Brymer & Pavesic, 1990). Past research has focused on recent hospitality graduates and/or students enrolled in four year hospitality programs. Janson (1994) found 47 percent of the respondents were ESTJ or ESFJ. Pavesic and Brymer (1990) found 44.6 percent of their respondents were ESTJ or ESFJ and Martin (1991) found 29 percent of respondents' personality types were ESTJ and ESFJ.

Research on people and organizations reveals the importance of person-environment congruence in the workplace relative to job satisfaction (Holland, 1973; Pervin, 1968; O'Reilly, 1977). When the fit is good, individuals are more productive, satisfied, and tend to stay at the job. When the fit is not good, dissatisfaction and stress results, frequently resulting in turnover. The large number of ESTJ's and ESFJ's found in this study lead us to assume that a significant number of the individuals attracted to this industry either are or are not congruent with their environment depending on whether this personality type is a good or poor fit with the hospitality environment. In any case, 50 percent of the subjects in this study fall into two personality types that have many similarities.

When studying person-environment congruence it can be assumed that the job is fixed/constant and individuals who best meet these fixed jobs can and should be selected. Or, it can be assumed that the supply of employees is fixed/constant and work can and should be restructured to best meet the talents of its labor pool. With 50 percent of the respondents in this study falling into the ESTJ and ESFJ personality categories, and prior research supporting the same conclusion, it may be important to consider the latter.

Individuals having ESTJ and ESFJ personality types tend to be more aggressive, and controlling. Both of these types are extremely responsible and productive. ESTJ's are take-charge individuals with high control needs and do not cope well when things go wrong. They frequently have trouble listening to subordinates. ESFJ's are quite similar to ESTJ's but unlike ESTJ's they are good natured and tend to avoid conflict at all costs. They become stressed when people do not do what they see as appropriate and responsible (Kroeger & Thuesen, 1992). Given the focused and organized nature of these

two personality types within the changing fast paced people intensive hospitality industry, learning to managing change and interact with others may be two areas in which these personality types could use help in adjusting to their work environment. Although ESTJ's and ESFJ's are prevalent as shown in this study, hospitality literature actually calls for flexibility, change and innovation (Berger, Ferguson & Woods, 1989). This study suggests sensitivity/human relations training and training on how to adapt to change may be important management development components for this industry. By companies helping their managers understand their own preferences they can better relate to and utilize complimentary strengths of those around them. ESTJ's and ESFJ's bring structure and routine to a variable industry. They are very good at putting systems and procedures in place but, being so grounded in reality, they could benefit from exposure to other types.

Several reasons may exist for the strong presence of ESTJ's and ESFJ's in the industry. As previously mentioned, interviewing is the major selection tool used by the hospitality industry (Dunnette & Bass, 1963). In the interviewing process, recruiters have a tendency to select other individuals who are most like them (Kroeger & Thuesen, 1992). Human resource persons currently selecting employees for the industry may have ESTJ and ESFJ personalities This would be an area worthy of future research. If this is the case, selection may be being made of individuals who are similar to the human resource persons rather than the individuals who are most suited to the jobs. Another reason for this large number of ESTJ's and ESFJ's found in the industry could be because the industry has tried to maintain and emphasize consistency in quality, within an environment that has much human variability. This has produced a strong need for systems. The ESTJ

and ESFJ, systems oriented manager, may have surfaced to help satisfy this need for systems, organization and consistency. A very detailed and careful analysis of what personality type is most successful in the various management jobs throughout the industry could determine when certain profiles are most needed, most satisfied and most productive in each of the various management positions.

Job analysis is a relatively new activity for the hospitality industry. The introduction of the American with Disabilities Act has recently forced most employers to take a look at activities, tasks and behaviors required of various unit level positions, however, employers out of necessity and in an effort to address legal requirements in hiring and selection, have focused primarily on unit-level employees rather than management. "A job is not an entity but a complex relationship of tasks, roles, responsibilities, interactions, incentives, and rewards. A thorough understanding of job attitudes requires that the job be analyzed in terms of the constituent elements" (Locke, 1976, p. 1301). By understanding the task, roles, and responsibilities, each management job could be carefully matched with each potential candidate. Creative ways could be designed to meet the needs of both the corporation and the individual. Realizing that the subjects in this study made a significant investment to attend a hospitality management program for four years before entering the field, it would be desirable to understand their values and interests so they could be creatively connected with the interests and goals of the companies they will serve. Instead of asking a manager to consistently work in a non-preferred mode, a company could tailor positions and possibly select a management team to bring all needed components to the table.

Understanding those individuals who purposely selected this field as their occupations could be a very wise financial investment for the industry. According to Myers & McCaulley (1989), ESTJ's, which represent 28.8 percent of the subjects in this study are logical, analytical, objectively critical and not likely to be convinced by anything but reasoning. They tend to focus on the job, not the people behind the job. They think conduct should be ruled by logic, and govern their own behavior accordingly. They live by a definite set of rules that embody their basic judgments about the world. Any change in their ways requires a deliberate change in their rules. They are matter-of-fact, practical, realistic and concerned with the here and now. They want to be sure that ideas, plans, and decisions are based on solid fact. People with ESTJ personalities like jobs where the results of their work are immediate, visible, and tangible. They have a natural bent for business, industry, production and construction, are decisive and run the risk of deciding too quickly before they have fully examined the situation. ESTJ's are suited for administration/managing because of their tough minded analytical approach and their remarkable ability to organize people and tasks, but, they exhibit a major weakness when unscheduled chance events and/or unexpected opportunities arise. ESTJ's also tend to be impersonal and do not like change. As previously mentioned, this has major implications for the ever-changing unscheduled activities associated with hospitality. A manager working in the hospitality industry and having this personality type could be constantly under stress. The fact that a hospitality manager is dealing with human variables in employees and customers can be a source of stress to the scheduled/organized controlling individual. Interesting to note is the fact that stress accounts for 15 percent of the current

workmen's compensation claims (\$150 Billion annually) in the hospitality industry (Losey, 1991). This people intensive industry involves continual change and unexpected events as well as frequent guest/employee contact. Results of this study suggest that hospitality employers should encourage and assist ESTJ managers with stress reduction. Greater awareness of self and environment allows greater ability to deal with stress as well as opportunities to keep stress to a minimum. Long term goal planning would be important to help the ESTJ counter balance frequent interruptions and chance activities inherent in hospitality jobs. Down time would be important to allow the ESTJ manager to reorganize, stabilize, and take a breather. Sensitivity training in human relations would also help this type of manager consider what is truly important to others.

The hospitality industry is frequently calling upon academe to provide more human relations training. The large number of ESTJ's employed in the industry may be a major reason there appears to be such a need.

The next most prevalent personality type in this study was ESFJ. ESFJ's made up 21.6 percent of this sample. ESFJ's are also decisive but are friendly, tactful and sympathetic. They are persevering, conscientious, orderly and inclined to expect others to be the same. Much of their pleasure and satisfaction comes from the warmth of feeling of people around them. They are loyal to respected persons institutions, or causes, sometimes to the point of idealizing whatever they admire. They are mainly interested in the realities perceived by their five senses, so they become practical, realistic and down-to-earth. They run some risk of jumping to conclusions like the ESTJ's. Although ESFJ's are skilled at building consensus and have strong people skills, they still face some of the

same frustrations that the ESTJ's face. Unexpected opportunities and chance events also create stress for the ESFJ. ESFJ's also tend to avoid conflict and not to value their own priorities, through a desire to please others. This type of manager needs to be taught the importance of selfish time management and how to factor in their personal needs.

It is important to note as well, that the ESFJ personality type appears to be more suited to the industry because of the ability to empathize and relate to people. This is cited in hospitality literature as an important component for effective hospitality management (Worsfold, 1989; Blumenfeld, Jourdan, Kent & Shock, 1987).

Understanding the personality types of successful managers in the industry and what makes those managers successful would assist hospitality companies in shaping management positions to insure this success by helping whatever type manager happens to be in the position adapt and perform well. This ESFJ manager will be good in human relations but still needs to understand the sources of stress and how to reduce these sources.

Comparing the differences in these two predominant types it is interesting to note that 60 percent of males in the general population tend to have thinking (T) preferences while 60 percent of females tend to have feeling (F) preferences. Table 13 shows in this study that significantly more males tend to stay in the industry than females. This fact could indicate that the F personality type is not compatible with the requirements of the industry thus turns over to find a profession more suited for their personality type or it could indicate that external employment conditions are such that we are losing talented individuals. Current literature suggests the latter. Laney (1949) found significantly more

feeling (F) types stayed in customer relations jobs. And, hospitality literature reveals that the industry is frequently discouraging talented female employees because of unequal treatment, and poor quality of life issues (Woods & Kavanaugh 1994; DelSesto, 1993; Brownell, 1993; Umbreit & Diaz, 1994, Mottax, 1986). Although men did not answer significantly different on the extrinsic variables; (opportunity for increased responsibility and poor quality of work life were influential in both genders' decisions to stay in the industry), significantly more men were employed in the industry longer. Men earned significantly more than women as well.

Another interesting finding is the fact that these two personality types, ESTJ and ESFJ share a common Temperament. (SJ). As seen in Tables 14 and 15, a significant number of respondents were Sensing ($p < .01$) and Judging ($p < .001$). Eighty four percent of the subjects in this study showed the Temperament of SJ (Table 12).

Temperament Analysis predicts how people teach, learn, lead others, socialize, manage and relate to others. Persons of SJ temperament are concrete and tactile (S) with an orientation toward organization and structure (J). They are good administrators, dependable, able to take charge and always know who is in charge. They have a tendency to do what needs to be done today and find authority in the system. SJ's trust the system. They are generally not very patient but do show patience with the system. SJ's are practical, realistic, and orderly. They dislike surprises and changes and expect others to follow through. They are product oriented and need an abundance of appreciation. An SJ focuses on the organization, values, policies, contracts and standard operating procedures. The SJ likes ceremony and rituals and carefully preserves the tradition of the organization.

SJ's can create a smooth running system while attending to important details (Kroeger & Thuesen, 1992). However, the SJ's resistance to change and need for order can be frustrating for that type in the daily changing activities of hospitality.

As previously mentioned, this personality type might be attracted to the hospitality industry out of the need for organization out of chaos and the need for systems to insure consistency in a variable environment. Stabilization, ordering and systematizing is a necessary stage in the life of any organization but there is a tendency after time for stability to result in stagnation (Tse, 1988). The SJ manager more than others can become immobilized in procedures thus preventing renewal of the organization. With this study showing a statistically significant number of managers in the hospitality industry of SJ temperament, caution needs to be exercised to insure that renewal and innovation are built somewhere into the organizational process either through strategic planning, or with complimentary personality types in group decision making.

SJ's can also fall into relationships that create tensions. SJ's may find themselves responding to negative elements of people when they are over-tired or under pressure. This has implications for the hospitality industry because of the high stress and long hours commonly associated with the industry. SJ managers, in handling employees may themselves be perpetuating turnover if these conditions exist. Down time and time away may be very important for the SJ managers productivity.

Individuals with SP temperaments were very under-represented in this study (Table 2). SP's lend spontaneity and flexibility to the sensing (S), grounded individual. The perceiving (P) keeps them open for other ways of dealing with reality. SP's strengths are

in problem solving skills and resourcefulness. Problem solving is another area frequently cited by industry as an area in need of more attention in college preparation (Wilson, 1990; Hogan, 1989). SP temperaments made up only 2 percent of the subjects in this sample. SP's are flexible, trouble shooting managers. They are good at negotiating and easily respond to ideas of others. SP's are sensitive to employee working conditions and exhibit enthusiasm, spontaneity and creativity. As we approach the 21st century the concept of innovation will provide direction to service organizations (Farsad & Le Bruto, 1994). The lack of SP temperament in hospitality managers may have serious implications for the industry.

The significant abundance of SJ temperaments and the lack of SP's indicates that managers in the hospitality industry like specifics spelled out carefully, with an environment of logic and routine. They are comfortable with agendas, plans, charts and structure. They do not like to be on their own, to be self paced or to solve problems.

Job Satisfaction theory tell us that it is important for the hospitality industry to understand the temperament and needs of its managers and to match them with congruent environments. This keeps them satisfied in their jobs. In order to achieve this, the culture of the industry must first be understood. A corporate culture that values systems and routine would appear to be a good fit with an SJ manager. If sensitivity to employees, high guest contact, strong communications and frequent problem solving is what is valued, this study indicates that a number of managers are using their less preferred mode.

Management development programs geared toward guest anticipation and satisfaction; understanding values and motivations of employees, and rational decision making would

all be of benefit for the heavily SJ oriented hospitality industry. As previously stated, all individuals have the ability to pull from their less preferred type, but it needs to be coached and developed to prevent stress and frustration from occurring.

One of the most important motivations is a desire for work that is intrinsically interesting and satisfying and that permits use of one's preferred types and attitudes (Myers & McCaulley, 1989). Most occupations have a technical/scientific component (T) and a communications/interpersonal component (F). Although T's can develop communication skills, technical scientific aspects are more important to the thinking type (T) and continually having to work in the other mode is difficult. Fifty eight percent of the managers surveyed were thinking (T) temperaments. This needs to be considered when demands for performance are made. No occupation provides the perfect match, however the strong prevalence of STJ management is very relevant to performance and the demands made upon managers by their industry.

In general, high demand for quality service delivery is prevalent in the hospitality literature (Smith & Umbreit, 1990; Dienhart, Gregoire & Downey, 1990; Larsen & Bastiansen, 1992). Most industry professionals agree that the products sold in the hospitality industry are quite similar (rooms, meals etc.). Service is generally what differentiates between companies and gives them a competitive advantage. *Product* service orientation such as used by McDonald's, controls the tasks that make up service. Procedures are thoroughly defined and specific. *Process* service orientation relinquishes control and gives empowerment to the service provider to meet instantaneously and individually the guest's needs (Powers, 1992). Widespread application of the product

service orientation (consistent with STJ management temperament) has led to perfected training methods that deliver adequate but impersonalized and unvarying results. From this study, it appears that most hospitality managers currently being employed and retained in the industry have the product service orientation rather than a process service orientation. This fact accentuates a very strong need for human relations training/service training throughout the industry.

Personal History Questionnaire

One hundred and thirty nine respondents representing eight four year hospitality programs from geographically dispersed areas throughout the United States were asked to answer demographic questions describing their current position in the industry as well as six Likert scale questions describing their attitude toward why they were still employed in the industry (Appendix C). Only slightly more males responded than females (Table 7). Personality Temperaments were fairly evenly distributed between the genders (Table 8), however, income was significantly lower for females than males. Males earned on the average \$27,961 more annually than females (Table 10). This is consistent with current hospitality literature. The hospitality industry is becoming sex neutral, dominated neither by men or women, with continuing unequal pay (Woods & Kavanaugh, 1994; Umbreit & Diaz, 1994; Ruggless, 1993; Fuller & Schoenberger, 1991; Major & Konar, 1984; Smith & Ward, 1989). Half of the labor force is female. Equal pay, childcare, flexible scheduling and other programs geared toward attracting females will be necessary in order to compete for and retain qualified employees.

Ninety seven percent of the respondents in this survey were Caucasian. Minorities were heavily under-represented when compared to Person and Pollock's 1993 distribution of the labor force by race. Person and Pollock report 78.5 percent of the labor force is Caucasian, 10.7 percent is Black, 7.7 percent is Hispanic and 3.1 percent is Asian. As seen in Tables 8 and 9, 54 percent of the respondents in this study worked in food service with most of them (56.9%) in operations management.

In the year 2000, one in every four hospitality employees will be from a minority group (Powers, 1992). Hospitality management as a global service industry involves individuals from many ethnic backgrounds. The results of this study indicate a lack of attention to this issue. This is an area frequently mentioned by the industry as an area of needed training (Mill, 1994; Welch, Tanke & Glover, 1988). A lack of diversity in management could mean no exposure to diversity. This would prove to be a major limitation for the hospitality industry especially in light of increasing diversity in the workforce. Managers graduating from four year hospitality programs will be at a distinct disadvantage in programs with 97 percent Caucasian students. Because respondents in this study were graduates of four year institutions it might be necessary to take a critical look at the educational environment. Are hospitality programs encouraging diversity? Sensitivity and knowledge of this issue will be critical for the industry to survive, both with employees and customers. Further research into the level of diversity training in four year programs as well as the ethnic distribution among those managers who do not hold baccalaureate degrees would assist in this endeavor. Perhaps industry has already begun

to address this problem and could assist academe. Results of this study indicate graduates of hospitality programs are probably not prepared in this area.

Along with basic demographic variables, subjects were asked their opinion on variables related to retention in the industry. When asked on a six point Likert scale why they had decided to stay in the industry, two variables received favorable responses from the subjects. Increased responsibility and personal development were the only factors that were rated overall as positive influences toward retention. Pay, benefits, and quality of work life were rated poorly as influences toward retention (Table 16). If the industry wishes to be more competitive and attract the most talented employees, issues like pay and quality of work life must be addressed. These reasons are consistently mentioned in the literature as reasons for turnover and quality of work life showed significance in this study as a negative factor toward retention (Denefe, 1993; Hogan, 1992; McFillen et al., 1986). Managers in the industry do not believe they have a positive quality of work life.

The fact that quality of work life was a negative influence toward retention raises a red flag. Improving the fit between employee needs and industry needs seems to require some modifications on the part of hospitality employers. Reducing unnecessary demands in the workplace as well as training managers to better cope with these demands is a major challenge facing the industry and one that seemingly is being ignored. In addition to hours, and schedules, some of these demands may come from individuals constantly being called upon to use their least preferred personality preferences. It would be very important for these managers to receive release time and/or training to assist in reduction of the stress associated with these activities. Helping families balance work-family issues

is one of the current most pressing challenges facing companies. To date few hospitality operators have developed plans to provide this assistance (Woods, 1992).

Research Questions

Understanding the profiles of the 139 subjects in this study leads to the research questions that guided this study:

Research Question 1:

Is there a predominant personality type associated with each segment of the hospitality industry?

Due to the small number of respondents, hospitality segments were collapsed into categories of food and beverage, and lodging and other. A look at personality types in the various segments of the hospitality industry revealed that personality type was a significant variable in relationship to the segment of the industry. Several types were not represented at all including INTJ, INFJ, ISTP, ISFP, INFP, ESTP and ENTP. This could be a result of the small sample or could have implications indicating these personality types are not attracted to the industry. Of these seven types that were not represented, 71 percent were Introverted and 71 percent were Perceiving (P).

Introverted individuals' (I) orientation toward life is the inner world of concepts and ideas. Introverts like working alone and dislike interruptions. This personality type's lack of attraction to the industry seems very logical. On the other hand, the lack of individuals with P personality preferences seems like it might be detrimental to the success of the industry. Perceptive (P) individuals' styles of working are adaptable and non directive. P's adapt well to change, seemingly a daily and regular component of the hospitality

industry. P's are comfortable leaving things open for last minute change. This preference appears compatible with the hospitality industry's continual need to change to meet consumers' demands. P's work best in situations where understanding the situation is more important than managing it. When dealing with the variances present simply by dealing with human beings, it would seem logical that a P would be quite effective.

Among all segments, as previously discussed, eighty four percent of the subjects in this study exhibited SJ Temperaments (Table 12). This was a significant finding in relationship to foodservice. These individuals that tend to gravitate toward foodservice are the management/administrator types. Order, logic and organization in clearly grounded reality guides the SJ oriented individual (Myers & McCaulley, 1989). SJ's thrive on attention to detail and clearly need systems in their work environment.

"Hospitality management is one of the few remaining places in our specialized world that calls for a broadly gauged generalist" (Powers, 1992, p4). The results of this study support this conclusion. Besides the prevalence of SJ Temperament, various specialized personality types were not found within the different segments of the industry. Turnover could possibly be linked to this fact. All jobs within the hospitality industry could not be so similar as to appeal to only one or two personality preferences. This finding indicates a need for research into the components of each management job, relative to the culture and mission of that job's organization. Does the industry really want individuals who can administer the corporate handbook and put efficient systems in place, or are there varying needs within each company that require varying skills as well as the ability to communicate and interact with others? This study shows the ESTJ personality type as quite dominant in

the hospitality industry. It would be interesting to compare the components of a hotel maintenance manager's position to the components of a hotel marketing manager's position to see if both were congruent with the ESTJ personality type.

After examining personality type, the second research question explored the reasons for turnover in the industry.

Research Question 2:

Is there a connection between: a) personality type and time in the hospitality industry, b) mentoring and time in the hospitality industry, c) family support and time in the hospitality industry, d) pay and benefits and time in the hospitality industry, e) perceived quality of work life and time in the hospitality industry, f) opportunity for personal development and time in the hospitality industry, and g) opportunity for increased responsibility and time in the hospitality industry?

There was a significant connection between personality type and time in the industry, $\chi^2=44.98$ ($df=2$, $N=102$), $P\leq.001$, (Table 20), and thinking (T) types (Table 24) appear significantly more often in those respondents employed five years or more in the hospitality industry, $\chi^2=5.07$ ($df=1$, $N=102$), $P\leq.02$.

Those that stay longer in the industry tend to like logical, technical environments and tend to be analytically oriented. This thinking (T) type looks at the principles involved in situations, feel rewarded when a job is well done, can work without harmony and tend to decide impersonally. These T's are the survivors that thrive on increased responsibility and can, because of a more impersonal analytical orientation possibly survive a poor quality of work life. T's decisions are based more on impersonal analysis than on personal

values and they stand firm against opposition and hold consistently to a policy. (Myers & McCaulley, 1989). This study indicates thinking (T) types are possibly linked to gender. In the general population, 60 percent of males are thinking (T) while 60 percent of females are feeling (F) (Myers & McCaulley, 1989). As shown in Table 13, significantly more males remained employed 5 years or longer, $\chi^2=19.21$ (df=1, $N=130$), $P\leq.0001$. Table 10 shows that females in this study also received significantly less pay than males, $t=11.31$ (df=137, $N=139$), $P\leq.01$. It appears that although equal numbers of women are being employed in the industry their needs may not be met and/or they may not be adjusting, thus they are leaving. Results of this study indicate turnover may be gender specific.

The extrinsic variables that were measured in this study received the same responses across genders. The results show in Table 16, the connection between mentoring, family support, pay and benefits, opportunity for personal development, opportunity for increased responsibility and quality of work life and time in the industry. Respondents did indicate that opportunity for increased responsibility positively influenced their decision to stay in the industry $\chi^2=5.40$ (df=1, $N=99$), $P\leq.05$. Quality of work life was a significantly poor influence in respondents' decision to remain in the hospitality industry, $\chi^2=4.51$ (df=1, $N=99$), $P\leq.05$. The existence of a mentor, support from one's family, pay and opportunity for personal development were not significant relative to retention. These results parallel the relationship of personality type and time in the industry. Managers with thinking (T) preferences tend to stay longer in the industry. Those are the individuals with the desire for additional responsibility: the workaholics who are tough-minded and driven.

Quality of work life was rated poorly across all genders and was a significant factor relative to time in the industry. If an individual is continually working in a highly personal/communicating environment (F) with a logical impersonal personality (T), stress will result. This stress in turn affects the quality of one's work environment.

After analyzing these intrinsic and extrinsic variable, the third research question was asked:

Research Question 3

What is the major factor of the intrinsic and extrinsic factors that is most related to retention?

Table 20 indicates that personality did have an influence on subjects length of time in the industry with a large number of ESTJ's staying employed, $\chi^2=44.98$ (df=2, N=102), $P\leq.001$. Table 24 shows that thinking (T) personality types were employed significantly longer in the industry than feeling (F) personality types, $\chi^2=5.07$ (df=1, N=102), $P\leq.02$. Males were employed significantly longer than females, $\chi^2=19.26$ (df=1, N=130), $P\leq.0001$.

Relative to the six extrinsic variables tested (Table 26), opportunity for increased responsibility significantly influenced respondents' decision to stay in the industry, $\chi^2=5.40$ (df=1, N=99), $P\leq.05$ and quality of work life was a poor influence on respondents' decision to stay in the industry $\chi^2=4.51$ (df=1, N=99) $P\leq.05$.

Results of this study indicate having an ESTJ personality is the most significant factor influencing retention followed by thinking (T) personality preference. The two extrinsic variables of increased responsibility and quality of work life follow.

Summary

The results of this study indicate that by selecting managers with ESTJ personality types, especially (T), giving them increased responsibility and improving their quality of work life, hospitality companies can increase the chances for individuals to stay longer (be retained) in the hospitality industry. This finding has major implications however for the industry. As shown in Table 15, males tend to be thinking (T) and females tend to be feeling (F). From 1947 until 1990, the rate of working women rose by 80 percent. By 2000, white males will account for only 12-15 percent of the new entrants into the workforce (Rice, 1991). This fact coupled with the fact that the current personality type that is being retained in the industry is the logical, impersonal systems oriented operator is inconsistent with professed industry needs. An inconsistency exists between the type of manager being recruited, hired and retained and the type of manager that is reported as successful (Albrecht & Zempke, 1985; Berger et al., 1989).

Demographic lack of diversity, coupled with unfair salary practices and poor quality of work life in the hospitality industry as indicated by this study are major problems facing this industry. Pools of valuable talent, from this study mostly female, and most assuredly those with feeling (F) personalities, are being lost because of these practices. The hospitality industry is facing severe labor shortages and changing applicant profiles. Hospitality employers must address these gaps in order to fulfill labor needs.. A very labor intensive industry such as hospitality cannot continue to afford high turnover rates. Careful selection to include applicants' disposition toward specific hospitality management positions and their potential satisfaction within this industry will reduce turnover, and

increase job satisfaction. Even though females did not indicate pay as a significant influence toward turnover, the major issue causing females to turn over may be the “glass ceiling” which is reflected in pay. This is certainly an area where a continuation of current research would be beneficial.

A distinct type of person seems to persist in this industry. The thinking (T) logical, analytical administrator clearly persists and stays within the business. Opportunity for change, innovation and as mentioned previously, diversity may be missed with rigid practices. The hospitality industry must take a close and honest look at what type of person each management job needs and make sure a balance is in place to carry the industry into the 21st century.

Because the industry is still in its developmental stages of organizational growth (Tse, 1988) many STJ's are certainly needed to insure that systems and efficiency are set in place. The astute hospitality organization should analyze each management position in terms of strategic goals to provide accurate matching to position for the future. The lack of interpersonal skills and problem solving skills appears to be present because the industry is not welcoming and supporting a work life compatible for individuals with those personality types.

Restaurateurs cited finding qualified labor was 2nd only to maintaining volume of business when asked their biggest concerns (NRA, 1991). The U.S. labor force is decreasing in its expansion rate while the service industry segment is increasing (Goddard, 1989). As early as 1985 more than 80 percent of fast food operations reported a labor shortage. This situation is predicted to continue (Powers, 1992).

A lack of sophistication and honest understanding of self, both individually and industry wide, is having a negative impact upon the industry's ability to provide service. This study indicates that there are certain immediate things that need to be done to help solve this problem. Pay equity, diversity sensitivity, and improved quality of work life are all issues that were glaringly inadequate. Quality of work life was rated significantly poor by all respondents.

This study has brought to light a turnover problem possibly related to gender bias. Although it appears that feeling (F) personality types would be congruent with the reported requirements of hospitality managers, females who in the general population are 60 percent feeling, worked significantly less time in the hospitality industry than males.

When people do enter occupations in which their personality type is significantly underrepresented, type theory predicts they may: experience difficulty in communicating or agreeing with their coworkers; find that the exercise of their preferences is not reward (in this case the customer oriented feeling (F) preference is not being rewarded); and eventually experience stress or dissatisfaction that will result in turnover (Hammer, 1993). In fact, our management positions may not be service oriented.

The hospitality industry must make up its mind to honestly assess the culture and goals that will make it successful. A conscientious effort to understand the make-up of the service oriented individual and then support for that individual and training for those of different orientations, is needed. This is a first step to reduced turnover and increased performance.

Areas of Further Research

Based on results of this study the researcher believes there is need for further research into interviewing and interviewers. What systems are most hospitality companies using and how are they making their management selection decisions. What attributes do interviewers look for in the interview and what attributes do they actually hire? Analysis also needs to be done on exactly what the hospitality managers job entails, and what scientifically, rather than “gut feeling” constitutes a successful manager. What are current companies in hospitality *really* emphasizing. And, are companies hiring the type of person they *say* they need?

The area of gender needs to continue to be explored. Why are females leaving the industry as indicated in this study? How do they feel about the treatment they are receiving and why did they select hospitality management in the first place. Are females the only group of feeling (F) types, or are males that also have feeling (F) personalities turning over at the same rate?

And, finally, what is happening in higher education relative to diversity. Are most hospitality programs teaching students about diversity? What is the ethnic make-up of most hospitality programs and what are they doing relative to this make up to insure students are learned and comfortable with diversity? What and how are programs preparing students to understand themselves and their fellow human beings? Are hospitality students, particularly female students being prepared for the realities of the person-environment fit. Are these students being prepared as future leaders to fix non congruent situations and inequities that appear in their field?

Results of this study indicate ways in which turnover can be reduced, but, they may not be the ways of the future. Further, in-depth examination of this issue is needed.

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APPENDIXES

APPENDIX A

REQUEST LETTER TO CHRIE PROGRAM DIRECTORS

MAR 9 1995

Oklahoma State University

COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES

University Extension and Development
 125 Human Environmental Sciences
 Stillwater, Oklahoma 74078-0337
 405-744-6571
 FAX 405-744-7113

March 1, 1995

W. Terry Umbreit, PhD
 Director
 Hotel and Restaurant Administration
 College of Business and Economics
 Washington State University
 Pullman, Washington 99164-4742

RECEIVED

MAR 21 1995

HUMAN ENVIRONMENTAL SCIENCES
 EXTENSION & DEVELOPMENT

Dear Dr. Umbreit

As part of my dissertation project, individual hospitality programs were selected on a geographical basis to measure the reasons graduates from hospitality programs choose to stay or not stay in the hospitality industry.

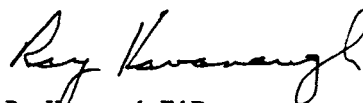
Your institution was selected for inclusion in this project, and if at all possible we would like to obtain a set of mailing labels for your alumni that graduated with a bachelors degree from your program in 1989 or earlier. Results of this research will be provided to you upon conclusion if you so desire.

Please indicate below if you can assist in this project. Your help is GREATLY appreciated!

Sincerely,



Lynda Martin, MS
 Doctoral student
 Oklahoma State University



Ray Kavanaugh, Ed.D.
 Advisor and School of Hotel and Restaurant
 Administration Department Head
 Oklahoma State University

I will be happy to furnish you with mailing labels. I should be able to furnish these labels to you by 2/20/95.

I am sorry, I cannot help you at this time.

A BUSINESS REPLY ENVELOPE IS INCLUDED FOR YOUR CONVENIENCE. Thank you.

APPENDIX B

KEIRSEY TEMPERAMENT SORTER

Answer Sheet

Enter a check for each answer in the column for a or b.

	A	B	A	B	A	B	A	B	A	B	A	B
1												
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1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8

1	2	3	4	5	6	7	8
E	I	S	N	T	F	J	P

Directions for Scoring:

First add the check marks in the "A" columns and place the sums in the boxes at the bottom of the columns. Do the same for the "B" columns.

Next transfer the number in box No. 1 to box No. 1 below the answer sheet (see lower left corner of the sample answer sheet). Do the same for box No. 2. Note, however, that you have two numbers for boxes 3 through 8. Bring down the first number for each box beneath the second, as indicated by the arrows. Now add all the pairs of numbers and enter the total in the boxes below the answer sheet, so each box has only one number.

Now you have four pairs of numbers. Circle the letter below the larger number of each pair, as shown in the sample answer sheet on the following page. (If two numbers of any pair are equal, then put a large X below them and circle it. If your score for N is equal to your score for S, then the test did not accurately identify your personality. You might try another test, such as the *Brief Test of Character Traits*.)

The Keirsey Temperament Sorter

The Temperament Sorter is reprinted from *Please Understand Me*, a book that hundreds of colleges and universities use as an auxiliary text in several departments, including Anthropology, Communications, Business, Economics, Education, Counseling, English, Psychology, Political Science, Sociology, Theatre Arts, and others. A very large number of corporations, including firms such as Ford, Chevrolet, and Boeing, have used this book for many years for inservice training in the executive function, and in sales, personnel, and human resources development. The publisher has received hundreds of letters over the years from enthusiastic readers who say that reading this book changed their lives in fundamental and lasting ways. Sales of *Please Understand Me* have steadily increased so that by 1995 well over 1.5 million copies have been sold. Translations of the book are now spreading the four types temperament and character theory into Europe, Asia, and South America.

—Stephen Montgomery, PhD

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0120-LF-020-8100

Open out the questionnaire so that the answer sheet is visible from each of the four pages of questions.

- At a party do you
 - interact with many, including strangers
 - interact with a few, known to you
- Are you more inclined to be
 - realistic
 - philosophic
- Are you more intrigued by
 - facts
 - similes
- Are you usually more
 - fair minded
 - kind hearted
- Do you tend to be more
 - dispassionate
 - sympathetic
- Do you prefer to work
 - to deadlines
 - just "whenever"
- Do you tend to choose
 - rather carefully
 - somewhat impulsively
- At parties do you
 - stay late, with increasing energy
 - leave early, with decreased energy
- Are you a more
 - sensible person
 - reflective person
- Are you more drawn to
 - hard data
 - abstruse ideas
- Is it more natural for you to be
 - fair to others
 - nice to others
- In first approaching others are you more
 - impersonal and detached
 - personal and engaging
- Are you usually more
 - punctual
 - leisurely
- Does it bother you more having things
 - incomplete
 - completed
- In your social groups do you
 - keep abreast of others' happenings
 - get behind on the news
- Are you usually more interested in
 - specifics
 - concepts
- Do you prefer writers who
 - say what they mean
 - use lots of analogies

- 18 Are you more naturally
(a) impartial (b) compassionate
- 19 In judging are you more likely to be
(a) impersonal (b) sentimental
- 20 Do you usually
(a) settle things (b) keep options open
- 21 Are you usually rather
(a) quick to agree to a time
(b) reluctant to agree to a time
- 22 In phoning do you
(a) just start talking
(b) rehearse what you'll say
- 23 Facts
(a) speak for themselves
(b) usually require interpretation
- 24 Do you prefer to work with
(a) practical information
(b) abstract ideas
- 25 Are you inclined to be more
(a) cool headed (b) warm hearted
- 26 Would you rather be
(a) more just than merciful
(b) more merciful than just
- 27 Are you more comfortable
(a) setting a schedule
(b) putting things off
- 28 Are you more comfortable with
(a) written agreements
(b) handshake agreements
- 29 In company do you
(a) start conversations
(b) wait to be approached
- 30 Traditional common sense is
(a) usually trustworthy
(b) often misleading
- 31 Children often do not
(a) make themselves useful enough
(b) daydream enough
- 32 Are you usually more
(a) tough minded (b) tender hearted
- 33 Are you more
(a) firm than gentle (b) gentle than firm
- 34 Are you more prone to keep things
(a) well organized (b) open-ended
- 35 Do you put more value on the
(a) definite (b) variable
- 36 Does new interaction with others
(a) stimulate and energize you
(b) tax your reserves
- 37 Are you more frequently
(a) a practical sort of person
(b) an abstract sort of person
- 38 Which are you drawn to
(a) accurate perception
(b) concept formation
- 39 Which is more satisfying
(a) to discuss an issue thoroughly
(b) to arrive at agreement on an issue
- 40 Which rules you more:
(a) your head (b) your heart
- 41 Are you more comfortable with work
(a) contracted
(b) done on a casual basis
- 42 Do you prefer things to be
(a) neat and orderly (b) optional
- 43 Do you prefer
(a) many friends with brief contact
(b) a few friends with longer contact
- 44 Are you more drawn to
(a) substantial information
(b) credible assumptions
- 45 Are you more interested in
(a) production (b) research
- 46 Are you more comfortable when you are
(a) objective (b) personal
- 47 Do you value in yourself more that you are
(a) unwavering (b) devoted
- 48 Are you more comfortable with
(a) final statements (b) tentative statements
- 49 Are you more comfortable
(a) after a decision (b) before a decision
- 50 Do you
(a) speak easily and at length with strangers
(b) find little to say to strangers
- 51 Are you usually more interested in the
(a) particular instance
(b) general case
- 52 Do you feel
(a) more practical than ingenious
(b) more ingenious than practical
- 53 Are you typically more a person of
(a) clear reason (b) strong feeling
- 54 Are you inclined more to be
(a) fair-minded (b) sympathetic
- 55 Is it preferable mostly to
(a) make sure things are arranged
(b) just let things happen
- 56 Is it your way more to
(a) get things settled
(b) put off settlement
- 57 When the phone rings do you
(a) hasten to get to it first
(b) hope someone else will answer
- 58 Do you prize more in yourself a
(a) good sense of reality
(b) good imagination
- 59 Are you drawn more to
(a) fundamentals (b) overtones
- 60 In judging are you more usually more
(a) neutral (b) charitable
- 61 Do you consider yourself more
(a) clear headed (b) good willed
- 62 Are you more prone to
(a) schedule events (b) take things as they come
- 63 Are you a person that is more
(a) routinized (b) whimsical
- 64 Are you more inclined to be
(a) easy to approach
(b) somewhat reserved
- 65 Do you have more fun with
(a) hands-on experience
(b) blue sky fantasy
- 66 In writings do you prefer
(a) the more literal (b) the more figurative
- 67 Are you usually more
(a) unbiased (b) compassionate
- 68 Are you typically more
(a) just than lenient (b) lenient than just
- 69 Is it more like you to
(a) make snap judgments
(b) delay making judgements
- 70 Do you tend to be more
(a) deliberate than spontaneous
(b) spontaneous than deliberate

APPENDIX C
PERSONAL HISTORY QUESTIONNAIRE

Listed below are several questions designed to help the researcher better understand you. Remember, this information is anonymous and your responses will only be used by the investigator. Please complete the following questions by either checking (✓) the box that corresponds to the appropriate answer or filling in the blank.

A. Please indicate your gender.

- 1. female
- 2. male

B. What is your ethnic background?

- 1. Asian American (Oriental)
- 2. African American
- 3. Hispanic
- 4. American Indian
- 5. White (Caucasian)
- 6. Other (please identify) _____

C. What is your annual income? \$ _____

D. What is your present age? _____

E. Are you currently working in the hospitality industry?

- 1. Yes
- 2. No

If not, why are you no longer employed in the hospitality industry?

F. How long have you been employed in the hospitality industry?

- 1. 1.0 - 5.0 years
- 2. 5.1 - 10.0 years
- 3. More than 10 years

G. Check the industry segment (ONLY ONE) that best describes your occupation:

- 1. Quick Service Restaurant
- 2. Full Service Restaurant
- 3. Clubs
- 4. Lodging
- 5. Institutional
- 6. Food Service supplier

H. Check the primary position (ONLY ONE) that best describes your area of responsibility:

- 1. Owner / CEO
- 2. General Management
- 3. Multi-Unit Supervisor
- 4. Sales / Marketing
- 5. Advertising / Public Relations
- 6. Food & Beverage
- 7. Rooms Division
- 8. Distributor
- 9. Architecture, design, construction
- 10. Catering
- 11. Maintenance
- 12. Chef
- 13. Purchasing
- 14. Technical Support
- 15. Other (Please specify) _____

Use the scale provided and circle the response that best represents your agreement with each of the following statements.	Strongly Disagree							Neither Agree nor Disagree							Strongly Agree						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
1. I stayed in the hospitality industry because of a person that supported and encouraged me.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2. I stayed in the hospitality industry because my family gave me emotional support and encouraged me to do so.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3. I stayed in the hospitality industry because the pay and benefits.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4. I stayed in the hospitality industry because of the quality of work life (hours, enjoyment in work, security).	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
5. I stayed in the hospitality industry because I have experienced personal development.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
6. I stayed in the hospitality industry because I have experienced increased responsibility.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

APPENDIX D
COVER LETTER

Oklahoma State University

COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES

School of Hotel and
Restaurant Administration

Stillwater, Oklahoma 74078-0337
405-744-6713, FAX 405-744-7113

May 8, 1995

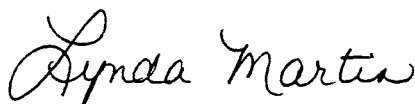
Dear Hospitality Alumni:

You have been chosen as a member of a distinguished group of alumni to complete a survey on personality types and job satisfaction that will be used to analyze turnover within the hospitality industry. We estimate it will take approximately 15 minutes to complete this survey. There is a personality test as well as a one page demographic questionnaire. **PLEASE COMPLETE BOTH AND RETURN IN THE ENCLOSED ENVELOPE .**

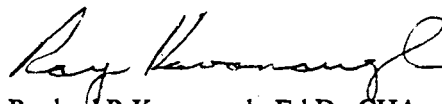
If you would like results of your personality test, please indicate on the Keirseay Temperament Sorter and Lynda will forward the results. Your responses to this survey will be grouped with those of other respondents, thus confidentiality will be maintained. The ID number serves only to send results to you if desired. All questionnaires will be destroyed upon completion of this research.

Because your participation is strictly voluntary, please accept a humble **THANK YOU** for completing this information and furthering research in our industry. If you have any questions please feel free to contact Lynda at (405) 744-9740. Again, Thank you.

Sincerely,



Lynda Martin, M.S., FMP



Raphael R Kavanaugh, Ed.D., CHA

APPENDIX E
SECOND COVER LETTER

Oklahoma State University

COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES

School of Hotel and
Restaurant Administration
Stillwater, Oklahoma 74078-0337
405-744-6713, FAX 405-744-7113

July 24, 1995

Dear Distinguished Alum:

About a month ago I wrote you seeking your response to a questionnaire concerning personality type and job satisfaction.

This study is being done as a dissertation project in an effort to provide insight into the turnover problem that exists in the Hospitality Industry.

I am writing you again because I have not received your response to date. Your name was drawn through a scientific sampling process which makes it very important that your particular survey be returned. In order for the results of this study to be truly representative it is essential that each person in the sample return their temperament sorter as well as the demographic questionnaire. I have enclosed a duplicate copy of your questionnaire for your convenience. PLEASE TAKE A FEW MINUTES AND COMPLETE THESE QUESTIONNAIRES. THE SUCCESS OF THIS RESEARCH DEPENDS ON *YOUR* RESPONSE.

Thank you very much for your cooperation. If you would like a copy of the results please put your name and address on the return envelope with "copy of results requested" and I will be happy to forward them to you. If you have any questions please feel free to contact me at (405) 744-9740.

Sincerely,



Lynda Martin
Ph.D. Student

P.S. The completion of my degree also depends on your response!

APPENDIX F

IRB

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
HUMAN SUBJECTS REVIEW

Date: 05-12-95

IRB#: HE-95-030

Proposal Title: PERSONALITY TYPE AND JOB TURNOVER IN THE
HOSPITALITY INDUSTRY

Principal Investigator(s): Raphael Kavanaugh, Lynda Martin

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT
NEXT MEETING.

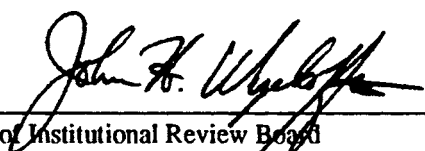
APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A
CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD
APPROVAL.

ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR
APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval
are as follows:

After discussion with the principal investigator, it was determined that ID numbers would
be used to return results to participants, and that the name and address of the participants
would be not be requested on the questionnaire.

Signature:



Chair of Institutional Review Board

Date: May 17, 1995

2

VITA

Lynda J. Martin

Candidate for the Degree of

Doctor of Philosophy

Dissertation: PERSONALITY TYPE AND RETENTION WITHIN THE
HOSPITALITY INDUSTRY

Major Field: Human Environmental Sciences

Biographical:

Personal Data: Born in Sherman, Texas, August 11, 1947, the daughter of Gomer and Peggy SeEVERS.

Education: Graduated from Fremont High School, Sunnyvale, California, in June 1965; received Bachelor of Science degree in Secondary Education from University of North Texas, May 1974; received Master of Science degree from University of North Texas, December, 1991; completed requirements for Doctor of Philosophy degree, at Oklahoma State University, May, 1996.

Professional Experience: Instructor, Department of Nutrition and Hospitality Management, East Carolina University, August 1995 to December 1995; Coordinator, University Extension and Development, Oklahoma State University, August 1993 to August, 1995; Teaching/Research Assistant, Department of Hotel and Restaurant Management, Oklahoma State University and University of North Texas. June 1990 to August, 1993; Restaurant/Training Manager, June, 1978 to June, 1990.

Professional Organizations: Council of Hotel, Restaurant and Institutional Educators, 1990; National Restaurant Association Food Management Professional, 1995; Phi Delta Kappa, 1990; Kappa Omicron Nu, 1990; Sigma Xi, 1993; Eta Sigma Delta, 1993.

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