DEMOGRAPHIC FACTORS AND JOB ATTITUDINAL FACTORS AFFECTING EMPLOYEES' PROPENSITY TO LEAVE THE JOB: A CASE OF CROWNE PLAZA HOTEL (F&B DEPARTMENT)

By

ASTHA SHRESTHA

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

Employee turnover has become a major concern for organizations today with labor shortages and competitive pressures making retention of key employees a strategic issue. Therefore, it is necessary to understand the factors which affects employees' propensity to leave the job. Thus the research study has two objectives; first, is to find the difference in propensity to leave the job in different demographic groups in terms of age, education and length of service and second, is to find the relationship between job altitudinal factors (intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem) and propensity to leave the job.

The target population of the study was 115 employees of the Food and Beverage (service) Department and census survey was conducted. After the data collection procedure had been carried out, the research hypotheses were tested by means of Analysis of Variance, Kruskal Wallis Test and Pearson Correlation Coefficient.

Based on the results of the analyses, it can be concluded that there is a relationship between job attitudinal factors (intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem) and propensity to leave the job. Moreover, it is found that there is difference in propensity to leave the job among different age groups and length of service in the hotel. For instance, the result depicts that younger employees are more likely to quit the job than their older counterparts. Similarly, it is found that shorter tenure employees have more propensities to leave than longer tenured employees. On the other hand, there is no difference in propensity to leave the job among different education levels.

Based on the findings of the research, it can be recommended that continuous assessment of the competitiveness of the wage and salary should be carried out. Intrinsic job satisfaction is critical, therefore the hotel should provide on going career development programs or skill training programs. Employee's contribution to the hotel should be recognized. A supportive environment should be created for smooth working relationship between supervisor and an employee. Thus, hotel should practice multiple policy and procedures in order to retain the employees.

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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Introduction

1.1.1 Background of the study

The hotel industry is a service and people oriented business. Hospitality (industry) is a major part of the service sector (Dittmer, 2002). Employees of the hotel are one of the most important resources, and can provide a competitive edge to the company. According to Ebadan and Winstanley (1997), & Miller (1998), employees is a company's most valuable asset and strongly influence the operational success of the companies for which they work. The increasing demand and decreasing supply will continue to lead to massive competition for employee talent, with organizations experiencing resultant retention issues. Successful companies will be those that can attract, develop and retain skilled and talented employees. Specifically, it is true for any service industry since the sales of the company depends upon the service delivery of the employees to the customers. A company that can keep its employees enjoys higher growth rates, better customer satisfaction and better employee productivity, all which impact the bottom line of any firm. The competitive success of any hospitality industry depends largely on its capacity to deliver high quality, value added service which, in turn, is dependent on the performance of the organization's people (Frank, Go, Monachello, Baun, 1996).

Thus, employee retention proves to be an important issue. It is very important to maintain talented and skilled employees because these employees help the company to be in business. A good place to begin discussing how to improve retention is to examine some of the reasons for which high turnover exists in the hospitality industry (Tanke, 2001). Understanding the factors that affects employees' intention to leave their job becomes indispensable in order to maintain quality employees in the company. They can improvise on their human resource policy and practices after knowing the factors that affects employees' intention to leave their job. Employee turnover is a subject of great importance and organization of all types should give increased attention to the common problem of the business. Turnover, the subject is still a major concern for the hospitality industry (Walker, 1994).

According to Tanke, "turnover is the movement of employees out of an organization". Mobley (1982) defined employee turnover as "the cessation of membership in an organization by an individual who received monetary compensation from the organization". This definition is applicable to any type of organization-manufacturing service, government etc., and is applicable to any type of employee-organization relationship arrangement, including part time or full time and hourly or salary arrangements.

Porter et al. (1975) categorized the termination act under one of the following four headings: 1) voluntary individual-initiated turnover: the employee decides that he will

leave the organization, even though this decision is not forced on him by his personal circumstances or by the organization; 2) involuntary individual-initiated turnover: personal circumstances (e.g., family illness) force him to make a job change, even though he might wish to stay and the organization would continue to employ him; 3) involuntary organization-initiated turnover: the organization is forced for economic or other reasons to reduce the number of its employees, and they must discharge an otherwise satisfactory worker; 4) voluntary organization-initiated turnover: the organization decided to dismiss the individual because of some perceived inadequacies in the individual.

Voluntary turnover occurs when employees leave a company of their own free will. Involuntary turnover is when employees are dismissed, laid off, or forced to retire (Mobley, 1982). Maertz and Campion, 1998 defined voluntary turnover incidents as "Instances wherein management agrees that the employee had the physical opportunity to continue employment with the company, at the time of termination". Voluntary turnover has been the subject of extensive theorizing and research in the applied psychology literature because of its potential costs to organizations: 1) loss of valuable human resources and 2) disruption of ongoing activities (Cascio, 1991).

Turnover rates in the hospitality industry have always been notoriously high (Tanke, 2001). According to the United States, Bureau of Labor Statistics (1996), the average turnover rate in all US industries in 1995 was 13 percent. In comparison, the turnover rate in the hospitality industry was estimated to be much higher (Fortino and Ninemeir, 1996) and ranged from 58 to 154 percent among staff, and 15 to 48 percent among management

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personnel. In the same year, the average turnover for the hotel industry was estimated by the PKF accounting firm to be 53.2 percent (Hotel Business, 1997). The Marriott Corporation alone estimated that each one percent increase in its employee turnover rate costs the company US$15 million in lost revenues (Schlesinger and Heskett, 1991). Turnover is an important behavior from individual and societal perspective as well (Dalton & Todor, 1979). Mobility of employees among organizations, and between functional subunits within a given organization, confronts managers with many interrelated and knotty problems. Often managers do not know why an employee quits (Pigors & Myers, 1977). Thus it becomes important to study the factors, which affects employees intention to quit their jobs.

Employee turnover is a costly behavior and thus, it is in the interest of the organization to retain employees and minimize turnover. Wasmuth and Davis (1983) and Rose (1991) estimated that average cost of an hourly hotel employee leaving was $1500 per incident. They estimated hat this cost rose to $3000 for salaried employees. Their analyses did not distinguish various hotel departments such as room attendants, F&B, or front desk. A more recent study Hinkin & Tracey (2000) estimate turnover costs exceeding $12000 per hospitality employee.

Other negative consequences of turnover include: an increase in recruiting, hiring, assimilation, training, and closing paperwork; and the disruption of communication, productivity and satisfaction among employees who stay (Dalton & Todor, 1982; Mobley 1982).

1.1.2 Background of the Hospitality Industry

The early history of hospitality can be traced back to Babylon, ancient Greece and Roman times and Persia (Gary and Liguori, 2003). The first references to hospitality can be traced back to ancient Greek and Rome, when increased travel and trade made some form of overnight accommodation a necessity The word hospitality comes from *hospice*, and old French word meaning " to provide care/shelters for travelers"(Walker, 1996). Hospitality is derived form the Latin verb *hospitare*, meaning, "to receive as a guest". Several related words come from the same Latin root, including *hospital, hospice,* and *hotel.* In each of these, the principal meaning focuses on a host who receives, welcomes, and caters to the needs of the people temporarily away from their homes. The phrase *"to receive a guest"* implies a host is prepared to meet a guest's basic requirements. The requirements of a guest are, traditionally, food, beverages, and lodging or shelter (Dittmer, 2002). The historical development of the hospitality industry, particularly the profit sector, is inexorably linked with the development of transportation, economic growth and in turn the tourism product. Throughout history, the industry has existed to serve the traveler with the provision of food, drink and shelter away from home (Knowles, 1998). Hospitality became a business in the late 1200's (Gary and Liguori, 2003).

According to Dittmer (2002), the two important distinctions between the hospitality industry and other service enterprises are:

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1. The hospitality industry provides food, beverages, lodging, or some combination of the three that other businesses provide only on the most incidental basis.

2. The hospitality industry provides services primarily to travelers, in a broad sense of the term. By contrast, other services businesses deal primarily with customers who are local residents and who are at home rather than in the process of traveling.

The hotel industry is a part of the hospitality industry. The hotel industry comprises those businesses that provide services, primarily accommodations, food, and beverages, not only to those traveling for pleasure, but also the business traveler (Gary and Liguori, 2003).

The hotel industry has a number of outstanding individuals who have made a significant contribution to the growth and development of the profession. Among the better-known hotel pioneers of the late nineteen and early twentieth century are Ellsworth, Conrad Hilton, Ernest Henderson, Howard Johnson, and J. Willard (Bill) Marriott (Walker, 1996).

The term hotel was used traditionally to identify a lodging facility of two stories or more that provided sleeping accommodations and other services for its guests. Hotels have commonly offered housekeeping services and luggage-carrying assistance as well as food, beverages, telephone, and other services. The extent of these services varies from property to property. Some hotels provide full range: restaurants; bars; cocktail lounges;

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room service; hair styles; exercise salons; computer, photocopy, and fax facilities; laundry; dry cleaners; gift shops; check cashing and other financial services; newsstands; travel agencies; drugstores; and others. Other hotels provide nothing beyond the basics: sleeping accommodations and housekeeping services (Dittmer, 2002). Hotels are usually found in large cities, and often large portions of their guests are business travelers and convention attendees (Weissinger, 2000).

1.1.3 Introduction of the Company

Crowne Plaza hotel is one of the well-known and recognized hotels and comes under five star category hotels. Crowne Plaza Bangkok is situated on Silom Road and is owned and operated by HRH Holdings Ltd.

The hotel has a total of 726 guest rooms situated in two towers, Plaza and Crowne. The plaza tower has 385 tastefully decorated rooms, featuring high ceilings including seven Suites, 175 King Leisure rooms. Crowne Tower has 340 well appointed "Superior and Deluxe" guest rooms including 17 Executive Suites and one Presidential Suite.

The hotel has five restaurants and bars, namely Window on Silom Restaurant, Thai Pavilion restaurant, the Orchid Lounge, Tandoor Restaurant and Cheers Pub. Other facilities of the hotel are swimming pool, Health club, Business Centre, Banquet and

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conference rooms, car parking, baby-sitting service, foreign currency exchange, pastry/cake shop etc[1].

Food and Beverage department is the largest department in Crowne Plaza, consisting of 240 employees in total. The organization chart of the Food & Beverage department is shown in the Appendix. The total numbers of employees are broken down into different segments as in the following Table 1:

Table1: Employees of F& B Department, Crowne Plaza Hotel

Coffee Shop International (including kitchen)	45 employees
Lobby, Lounge and Bakery Shop	18 employees
Thai Restaurant (including kitchen)	18 employees
Indian Restaurant (including kitchen)	19 employees
Room Service & Poolside	22 employees
Banqueting	20 employees
Administration	2 employees
Food controller	3 employees
Restaurant Cashier	11 employees
Kitchen Administration	3 employees
Product Kitchen	14 employees
Butcher	4 employees
Pastry and Bakery	13 employees
Stewarding	25 employees
Service bar	12 employees
Pub	7 employees
Mini bar	3 employees
Total	**240**

According to Mr. Rakesh Sharma (the F&B manager), the hotel industry has an employee turnover of 30% in general, while Crowne Plaza faces 20% of employee turnover. Moreover he added that pay is very important for Thai people and is the main factor for

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[1] Source: Crowne Plaza's brochure and web site: www.crowneplazabangkok.com

job mobility in Thailand. Moreover, most of the employees seek job opportunities abroad, like for instance there are many Thai Restaurants opening in London, so turnover problem is rising in the hotel industry.

1.2 Statement of the Problem

Organizations of all types are giving increased attention to a common problem of business, that is, employee turnover. Increasingly, organizational survival is dependent on an organization's capacity to learn, adapt and anticipate future developments. The traditional competitive edge of new products or technology is short lived, and they can be replicated by competitions as well. However, people and their intellectual capacity cannot be as easily copied. In particular, employees are vital to business success. Moreover, turnover process is costly for the organization such as training, hiring cost, customer service disruption, loss of morale, loss of intellectual capacity and so forth.

Hence, it is necessary for organization to understand the employee's behavior and the reason for which they intent to quit their job. According to the research objective to study the factors affecting employee's intention to leave the job in Crowne Plaza Hotel, the following questions were formulated:

1. **Is there any difference in propensity to leave the job among employees with different demographic groups in terms of age, education and length of service?**

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2. Is there any relationship between job attitudinal factors of employees and propensity to leave the job?

1.3 Research Objective

The study focuses on the relationship between the demographic variables and attitudinal variables influencing employee's intention to leave the job.

1. To find out the difference in employees with different demographic factors on their propensity to leave the job.

2. To find out the relationship between the job attitudinal factors of employees and propensity to leave the job.

1.4 Scope of the Research

The purpose of this research is to find out the affect of demographic and attitudinal variables on employees intention to leave the job in Crowne Plaza Hotel. This research is conducted by survey method using questionnaire to collect the information related to employee's intention to leave. The population of the study is the 115 employees of the Crowne plaza of Food and Beverage department only.

1.5 Limitation of the Research

The researcher intends to study only the employee's intention to leave the job specifically in Crowne plaza hotel, Bangkok. Since this study is conducted on the employees of only one hotel, and covered only in its F&B service, hence one must be cautious about the findings of the study in terms of different employee profile, human resource policy etc. Another limitation is that this study holds all other factors constants except demographic factors and job attitudinal factors, that may affect propensity to leave the job.

1.6 Significance of the Study

The result of this research will help to identify the causes of turnover and provides suggestion to prevent that problem. The result of this research will be beneficial to the company since they can use it as a guideline to better understand the factors affecting employee intention to leave the job. As employee turnover is costly that must be kept to the minimum, the company will be able to use the result to save cost and time in recruiting and training process and retain the potential employees in the company. In addition, turnover often causes disruptions for existing members of an organization; it may result in delays on important projects; and it can cause problems when workers who quit are members of teams. Thus, this study will throw some light on which of the demographic and attitudinal factors have an influence on the employees' propensity to leave the job and which of the factors impose higher importance than the others, so that the company can place greater emphasis on those factors accordingly.

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1.7 Definition of Terms

Absenteeism: A form of industrial unrest often used instead of a strike. Workers dissatisfied with their conditions take days off work, without pay (Rutherford, 1992).

Achievement: The extent to which a worker gets a feeling of accomplishment from the job (George and Jones, 2002).

Advancement: Having promotion opportunities (George and Jones, 2002).

Attitude: Evaluative statements or judgments, either favorable or unfavorable concerning objects, people or events (Robbins, 2001).

Compensation: The pay the workers receive for the job (George and Jones, 2002).

Demography: The study of human populations and the ways in which they change (Longman, 1995).

Extrinsic job satisfaction: It refers to employees' satisfaction with pay, fringe benefits, job security, working condition, recognition and status. These rewards are outside the scope of the job itself, but are within the context of the job. The employee relies on the organization, or a member of the organization, to bestow these rewards (Greene and Craft, 1977).

Food and beverage department: A department that also involves guest relations. The service staff in the restaurants, coffee shop, bars, and banquet rooms come into direct contact not only with resident guests but with members of the general public who use the hotel facilities other than its sleeping rooms (Gary and Liguori, 1994).

Hotel: Building where travelers can rent a room for a night, or eat in a restaurant, or drink in the bar, and non-residents can eat and drink also (Collin, 1994).

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Intrinsic job Satisfaction: It refers to the employees' satisfaction with the work itself and the opportunity the position provides for self-actualization and personal growth. Rewards of this type generally are presumed to be given to the worker by the worker (Lawler and Porter, 1967).

Job satisfaction: An individual's e general attitude toward his or her job (Robbins, 2001).

Job Security: Having a secure or steady job (George and Jones, 2002).

Propensity: A natural tendency to behave in a particular way (Longman, 1995).

Recognition: Praise for doing a job (George and Jones, 2002).

Retention: It is the maintenance of a high quality work force through programs that seek to decrease turnover and thereby maximize the longevity of the hospitality organizations of people (Tanke, 2001).

Service: It is an intangible experience of performance that the guest receives along with the tangible side of the product purchased (Powers, 1995).

Supervisory Consideration: It involves employees' assessment of the levels of respect, mutual trust, psychological support, assistance, and friendliness shown by the supervisor (Gibson, Ivancevich, and Donnelly, 1979).

Task specific self-esteem: It refers to employees self perceived ability to perform a variety of tasks central to the job (Korman, 1970)

Training: Is an ongoing activity that is conducted by a training department, a training manager, or by line management or specially selected individual within each department (Walker, 1996).

CHAPTER 2

LITERATURE REVIEW

In this chapter, first, the model of turnover and its related theories are presented. Second, the key concepts along with the relationship between the dependent and independent variables are mentioned. Third, it includes previous empirical researches to support the study. This literature review is aimed to research on the demographic and attitudinal variables of employees on the propensity to leave the job. Some of the relevant literature are searched and reviewed in order to establish a conceptual framework of this study.

2.1 Model and Theories of Employee Turnover

2.1.1 The March and Simon Model

One of the earliest and perhaps most influential integrative models of employee turnover was presented by March and Simon (1958) in organizations. The March and Simon "decision to participate" model has two distinct, but interrelated, components when applied to employee participation:

    a. Perceived desirability of movement from the organization

    b. Perceived ease of movement from the organization.

Figure 2.1 Major factors affecting perceived desirability of movement.
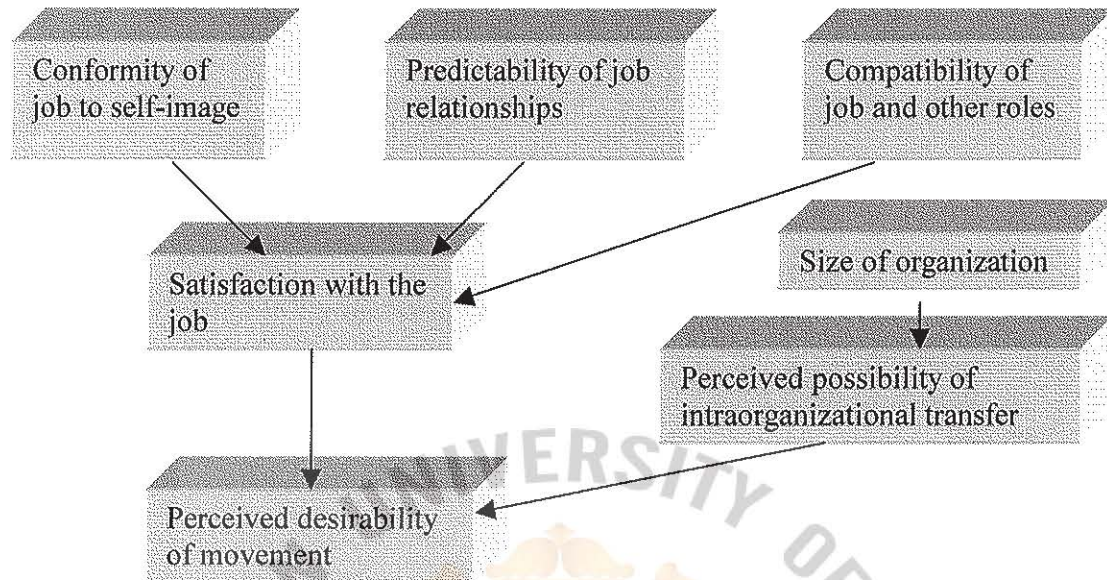
Source: J.G March and H.A Simon. Organizations (New York: Wiley, 1958).

Figure 2.1 illustrates their concept of the major factors affecting perceived desirability of movement. The two major contributions are job satisfaction and perceived possibility of intraorganizational transfer. Job satisfaction is considered a function of conformity of the job-to self- image, predictability of job relationships and compatibility of job and other roles. Conformity of job to self-image is considered a function of supervisory practices, amount of rewards, participation in job assignment, education, and rate of change of status and/or income.

Figure: 2.2 Major factors affecting perceived ease of movement

Propensity to search

Visibility of individual

Number of organizations visible

Level of business activity

Personal characteristics of participants

Number of extraorganizational alternatives perceived

Perceived ease of movement
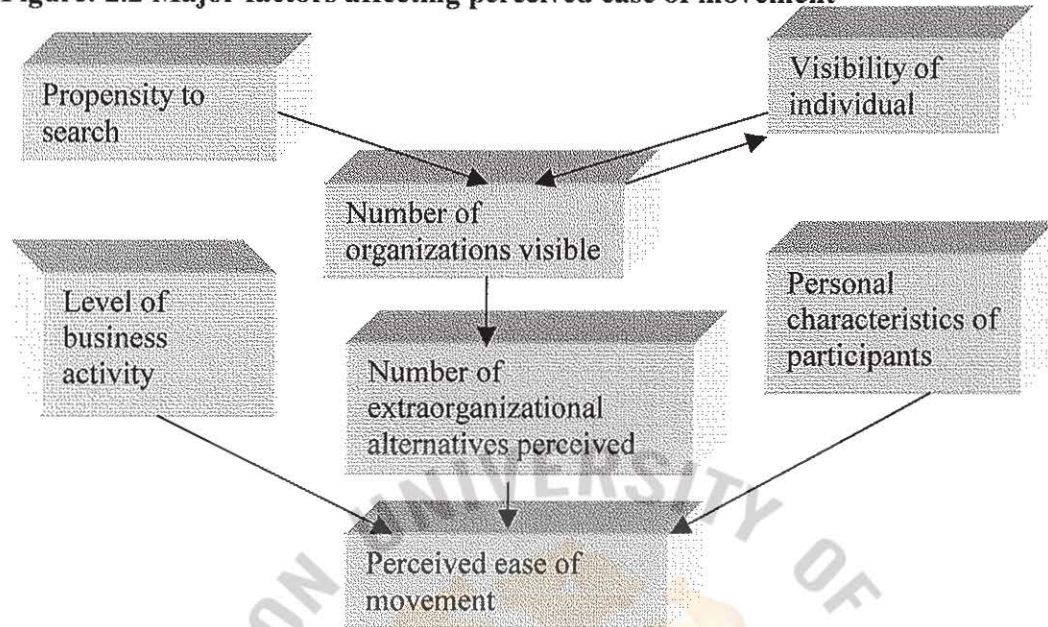
Source: J.G March and H.A Simon. Organizations (New York: Wiley, 1958).

Figure 2.2 illustrates their concept of the major factors affecting perceived ease of movement. The number of extra organizational alternatives is considered a function of the level of business activity; personal characteristics of participants, including sex, age, social status, tenure and specialization. The latter, at the organizational level, is thought to be related to be the prestige, product distinguishability, growth rate, and number of high-status occupations and/or individuals associated with the organization. At the individual participant level, the number of organizations visible is thought to be related to the heterogeneity or personal contacts, visibility of the individual, and propensity to search.

Critical Analysis

The March and Simon Model is noteworthy as perhaps the first one to attempt a systematic integration of the economic-labor market and individual behavior. However, some researchers tested this model and found some disagreements with the model. Pettman (1973) found that job satisfaction as a sufficient but not necessary condition for high turnover With respect to perceived desirability of movement. In one of the direct tests of the March and Simon model, Schwab and Dyer (1974) found that turnover is related to desirability of movement as indexed by satisfaction measures, but not to ease of movement as indexed by the perception of available job opportunities and the degree to which one's personal characteristics facilitate or discourage job change. Fossum, Keaveny, and Jackson (1977) analyzed willingness to change jobs as a function of both perceived desirability of movement and ease of movement. They found that willingness to change jobs was more strongly related to desirability of movement than to ease of m movement. Overall, the March and Simon Model has provided a solid foundation for much of the later conceptual framework on employee turnover.

2.1.2 The Price Model

Price (1977) published an extensive review and codification of the turnover literature. He presented a model of the determinants and intervening variables associated with turnover. Price defines the primary determinants of turnover as pay levels, integration, instrumental communication, formal communication and centralization.

Figure: 2.3 Price's Model of Turnover Determinants and Intervening variables

+ = Positive relationships
- = Negative relationships

Source: Mobley "Employee Turnover: Causes, Consequences and Control", 1982
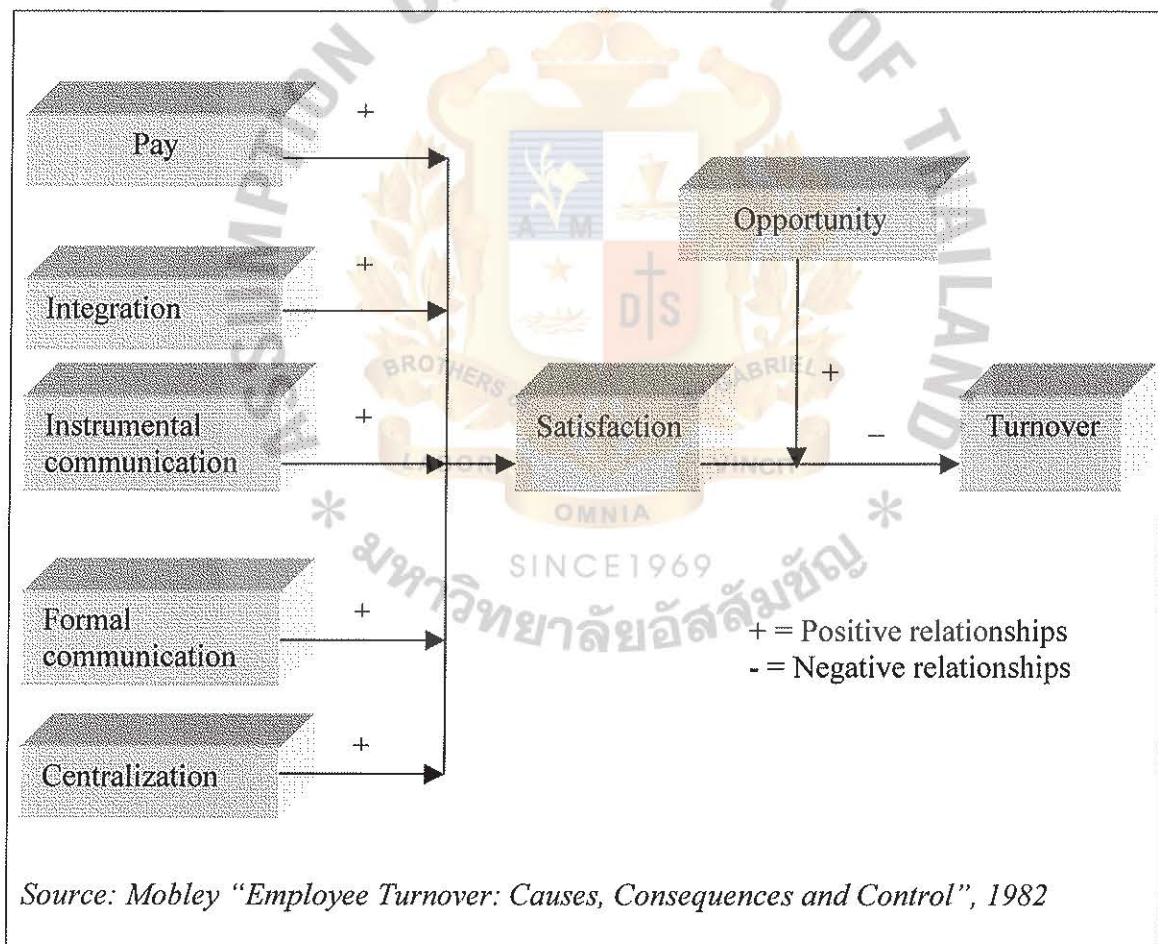
The price model specifies that satisfaction and opportunity are intervening variables between the determinants and turnover. Satisfaction is defined as the degree to which members have a positive attitudinal orientation toward membership in the organization. Opportunity is the availability of alternative roles (jobs) in the environment. A fundamental hypothesis of the Price Model is that dissatisfaction results in turnover only when opportunity is relatively high, that is an interaction between satisfaction and opportunity.

Critical Analysis

One criticism of the model from an individual psychological perspective is its lack of specificity regarding how individuals perceive and evaluate the determinants and opportunity. The model must assume that the determinants are equivalently valued outcomes to employees- that individuals have knowledge of alternatives and are unconstrained in pursuing them. These assumptions minimize individual differences in values, and perceptual and evaluative processes. Five empirical tests of the Price Model were reviewed by Bluedorn (1980). In all five tests, as well as Bluedorn's results, the hypothesized interaction between satisfaction and opportunity was not found.

2.1.3   Mobley's Intermediate Linkages Model

This model suggests that dissatisfaction elicits thoughts of quitting, search evaluation and behavior, the evaluation of alternatives, intention to quit, and ultimately turnover (Mobley, 1982). Mobley's model applies neither to workers who impulsively quit their jobs when they have a rough time nor to workers who quit their jobs before even looking for alternatives (George and Jones, 2002).

Figure: 2.4 Mobley's Intermediate Linkages Model

Source: George and Jones "Organizational Behavior", 2002.
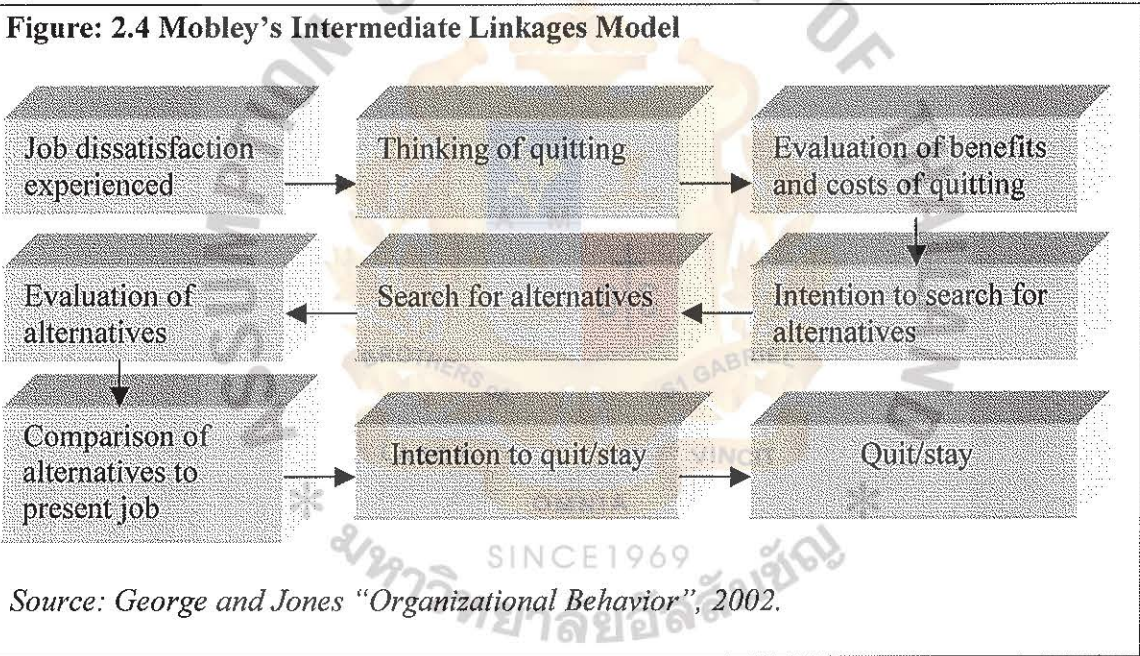
Critical Analysis

Research based on simplified versions of the model has generally supported the hypothesis that intentions are the best predictors of turnover (Coverdale and Terborg, 1980;Mobley *et al.* 1978, Mowday *et. al.*, 1980, Miller *et al.*, 1979). However,

hypothesized internal relationships involving probability of finding an acceptable alternative have been less clear. While probability of finding an acceptable alternative has shown to be related to thinking of quitting (Mobley et al., 1978; Coverdale and Terborg, 1980). A number of explanations have been offered for the failure of alternatives to operate as predicated:

1. Once an employee thinks of quitting, his/her intention to search and quit becomes established and persistent, independent of the probability of finding an acceptable alternative (Mobley *et al.,* 1978; Coverdale and Terborg, 1980).

2. Individuals may not know what alternatives are available until they search. Or individuals may have accurate expectations about alternatives independent of satisfaction and search. (Mobely *et. al.*, 1978; Miller et al., 1979).

3. The measurement of the variables may be relatively unreliable, inconsistent, or unstable (Miller *et al.*, 1979).

2.1.4 The Expanded Mobley et al. Model

This model incorporates elements of the preceding models (March and Simon, Price, and Mobley's Intermediate linkage model) and attempts to capture the overall complexity of the turnover process. Mobley, Griffeth, Hand and Meglino (1979) suggests that there are four primary determinants of intention to quit and subsequently turnover:

1. Job Satisfaction

2. Expected Utility of Alternative Internal (to the organization) work roles

3. Expected Utility of External (to the organization) work roles

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4. Nonwork Value and Contingencies

Job Satisfaction

Several aspects of the conceptualization of job satisfaction are important for understanding both satisfaction and its relationship with turnover. First, satisfaction is a highly individualized evaluation that is dependent on individual differences in values. Both the magnitude and intensity of what individuals value in the work setting are highly variable. for some individuals, a repetitive job, rotating shifts, no overtime, and congenial cowokers may be valued aspects of a job. For others, involvement in decision making, flexible hours, and high-incentive earnings may be the most salient work values.

The increasing diversity of work values is a characteristic of the work force which managers must recognize and address. Uniform policies, practices, and procedures, which treat the work force as homogeneous, are likely to be increasingly ineffective because they do not recognize and are not responsive to individual differences in work values. Employees' selection, assimilation placement, and reward systems must become more sensitive to individual differences in work values.

A second important aspect of this conceptualization of job satisfaction is its emphasis on employee perceptions. Satisfaction is a function of what the employee perceives, that is, what the employee sees or thinks (s) he sees, relative to his/her values. For example, an organization may operate on a performance-based merit pay increase policy-a policy which may be valued by the employee. However, if the employee is unable to see this

policy in action, due, for example, to highly secretive salary administration (Lawler, 1973), it may contribute to dissatisfaction.

A third aspect of satisfaction is that it is multi-faceted. Since employees have a variety of values, it is unlikely that any one value will control satisfaction unless it is extremely discrepant. Satisfaction is composite of the extent to which sets of important values are perceived as being attained on the job. Thus an organization that puts all its emphasis on one facet, the employee may be disappointed. Alternatively, the employer who cannot adequately satisfy one value may be able to partially compensate by enhancing the attainment of other values.

Finally, satisfaction is a present-oriented evaluation of the job. As such, it does not capture the employee's expectations and evaluation of future conditions in the organization; this is one of several reasons why satisfaction is not a strong predictor of turnover.

Expected Utility of Internal Roles

Although am employee may currently be dissatisfied, turnover may not occur even though other jobs are available. The individual may expect that the present job will change or lead to more satisfying roles in the future. Such future oriented expectations and evaluations can be based on: expected changes in the present job; expected transfer

possibilities; expected promotions; expected changes in organizational policies, practices or conditions; and expected transfer, promotion, or turnover among other individuals.

While satisfaction is based n multiple individual values and current perceptions, expected utlity of alternative internal roles is based on multiple individual values and future expectations of policies, practices, conditions and outcomes in the organization.

Expected Utility of External Alternative Work Roles

Expected utility of external jobs are based on: the employees important work value; expected attainment of these values from the external job; and expectation of being able to attain the alternative job. From the perspective of employee turnover, this model suggests it would be useful to expand the competitive analysis to other work rewards, outcomes and conditions.

Nonworkvalues and Roles

The preceding three determinants of turnover- satisfaction expectation regarding jobs internal to the organization, and expected utility of external jobs are based on the indiviual's work values in relation to present job and alternative internal or external roles. Whether or not individuals translate their present and future evaluation of the job and alternatives into turnover intentions and behavior may be related to the degree to which the job or alternatives are perceived or expected to facilitate or interfere with important

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nonwork values and conflict with nonwork roles. For individuals whose central life values are nonwork-related, (Dubin et.at., 1975), their job choice and turnover decision would be expected to be less strongly related to the work value-based evaluations discussed under the three preceding determinants. Conversely, for individuals whose central life values are predominantly work-related, the relationships among the three preceding determinants and turnover should be stronger. For most individual there will probably be a mix of work and nonwork values involved in the turnover decision. Family oriesntation, life-style and geographical preferences, and religious, cultural, altruistic, athletic, and social values will be interrelated with work related values. Transfer policies, rotating shifts, travel requirements, fixed work hours, and leave of absence policies, are examples of policies, practices, and conditions which may influence potentially important work values and roles.

Alternative Form of Withdrawal

Turnover and other behaviors such as absenteeism and apathy are often grouped under the same generic label of "withdrawal" behavior. It is accurate that turnover represents withdrawal from the organization. However, it is not accurate to describe all turnover as withdrawal if what is being implied is escape motivated behavior (Mobley, 1982). However, when an individual wishes to quit an undesirable job (but is constrained, for example, by the lack of attractive alternative jobs), alternative forms of withdrawal may be expected in the form of absenteeism, apathy, etc.

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Figure: 2.5 An Expanded model of the employee turnover process
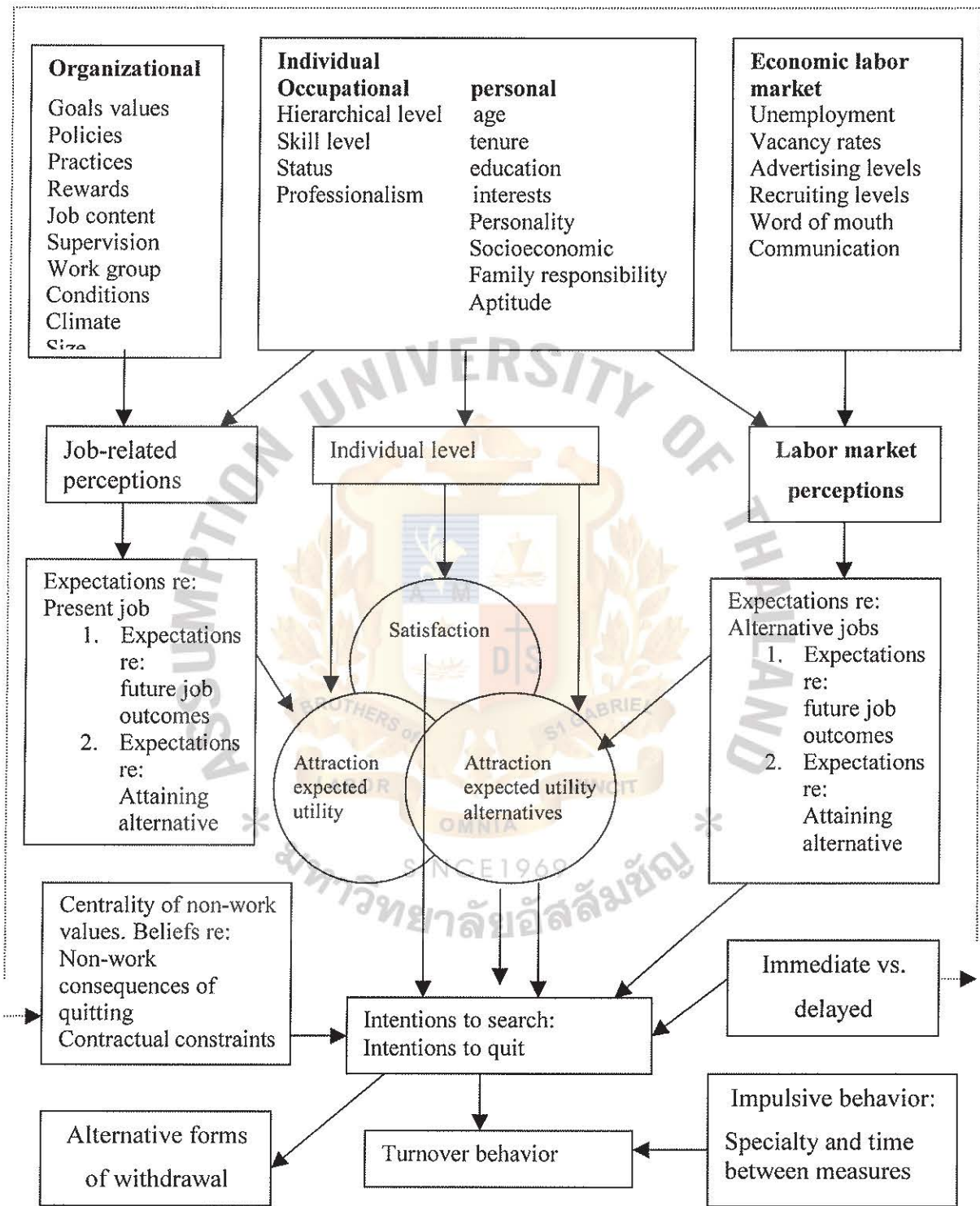
Source: *W.Mobley, R.Griffeth, H.Hand, and B.Meglino (1979). A review and conceptual analysis of the employee turnover process. Psychological Bulletin 86:517*

2.1.5 The Multi Route Model

Steers and Mowday (1981) theorized that an individual's value system influences his or her expectations about various aspects of a job, such as the nature of the job and the rewards for satisfactory performances. Besides values, personal characteristics-such as age, tenure, and family responsibilities-underpin the expectations of employees by determining "what they expect from a job: what they feel they must have, what they would like to have, and what they can do without". The accuracy of prior information about the job and the company will make the initial expectations more realistic and thereby lower turnover. The alternatives that are available modify expectations about the job because employees who have many attractive options may higher expectations for their current jobs.

Steers and Mowday conceived affective responses to the job as embodying job satisfaction, organizational commitment, and job involvement. They further hypothesized that job expectations and values would interact with organizational characteristics and experiences, and that job performance would influence affective responses. Extrapolating from met-expectation theory (Porter and Steers 1973) they contended that the more closely pre-entry expectation s align with the work experience, the greater the employees satisfaction and propensity to remain in the organization. Job performance also influences affective responses because high performers receive more merit pay (Lawler 1981) and more job security.

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Steers and Mowday further suggests a reciprocal causation between affective responses with job performance and organizational experiences. As previously described, job performance and organizational experiences shape job attitudes, but job attitudes many themselves impact performance and organizational experiences. Moreover, poor attitudes may prompt employees to change the work environment or transfer to other jobs before they decide to leave. Of the workplace then becomes more tolerable, attitudes toward their workplace may become positive. A failure to improve the environment would strengthen the employee's resolve to abandon the job, and in the meantime worsen the attitude to worsen the attitude toward the job.

How job attitudes affect intent to leave

Steer and Mowday further envisioned that job attitudes influence intentions to leave, although outside influences condition the effect. That is, some employees may tolerate an unpleasant job and remain employed because of circumstances outside the job, such as its instrumentality for future career assignments, or an unwillingness to disrupt a spouse's career etc.

The Process by which intent to leave leads to turnover

The third segment of the framework specifies the ways in which intentions to withdraw include turnover. Following March and Simon (1958), Steer and Mowday posited that intentions to quit multiplicatively combine with the availability of alternatives. In

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essence, intentions to quit affect turnover via two casual routes. The formation of a decision to quit may directly trigger the resignation or may indirectly influence turnover by prompting employee to seek alternative jobs. Alternative opportunities partly depend on individual traits, such as age, sex and occupation, that affect likelihood of the person's attaining other employment. Failing to find an alternative, a job-seeking employee may revert to other forms of withdrawal, such as absenteeism, sabotage, and alcohol abuse. Dissatisfies individuals, unable to find better alternatives, may accommodate an unpleasant job by rationalizing their reasons for remaining.

Steers and Mowday also noted that employee may be presented with attractive alternatives, which will boost their expectations of their present job. Inflated expectations may, however, translate intro frustration (for these expectations are less likely to be realized by the current job), worsening job attitudes and increasing the desire to leave.

Figure: 2.6 Steers and Mowday's Multi Route Model
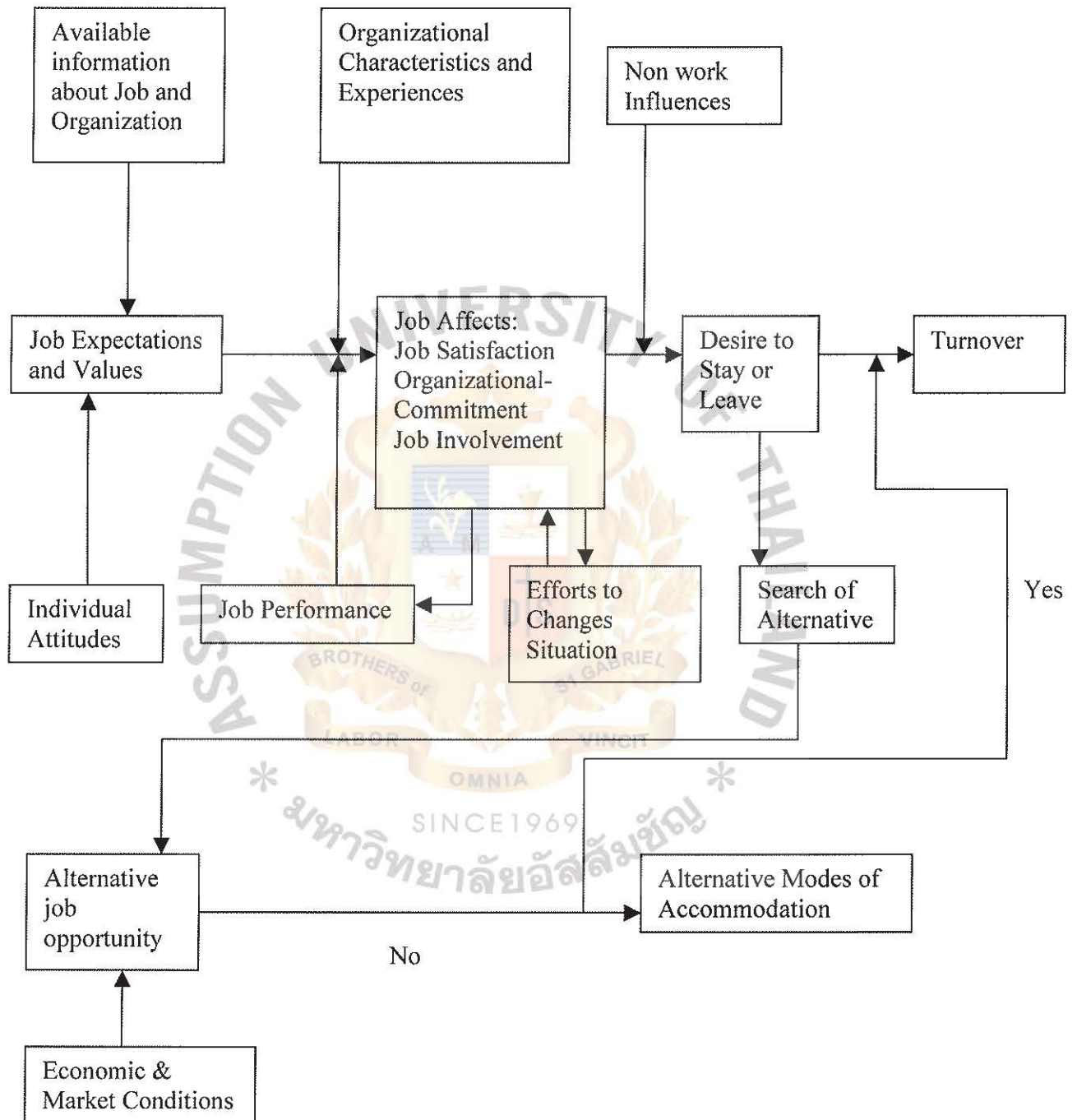
Source: R. Steers and Mowday, "employee turnover and post-decision accommodation

processes", In L.cummings and B.Staw (Eds.). Research in Organizational behavior

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2.1.6 Comprehensive Model of Turnover for Hospitality Industry

2.1.6.1 Pizam's Model

Pizam's model alleges that absenteeism and turnover in hospitality enterprises are caused by a combination of characteristics, some of which are internal to the organization and others of which are external to it. As can be seen from the figure 2.7, western societies have attached a stigma to many hospitality front-line jobs. Therefore, these jobs create feelings of inferiority among their incumbents and tend to attract a disproportionate numbers of foreigners or minorities. This in turn reinforces the negative images of jobs and discourages good potential employees.

The characteristics of the hospitality industry are such that they create an unpleasant work environment, symptomatic of the industry as a whole, and reflective of the nature of the business, are such conditions as seasonality of operations, prevalence of small firms, unpleasant physical work-conditions, inconvenient patterns of working hours, lack of career opportunities for many front-line jobs, and even low pay. Therefore, the characteristics of society, coupled with those of the industry, lead to high rates of job dissatisfaction, absenteeism and turnover among front-line hospitality employees.

Figure: 2.7 Tourism's work environment and its determinants

Industry Characteristics   **Work environment**   **Society Characteristics**

Industry Characteristics		
Labour-intensive industry		
Limited substitution of production		
Unique product characteristics	Unpleasant physical conditions	
Production and consumption are inseparable	Low wages	
Quality of product dependent on worker	Inconvenient pattern of working hours	
Increase in productivity mostly by human factors	Limited job advancement and career opportunities	
Composed of many small firms		
Seasonality of operations		

Work environment:

High labour turnover

Low labour effecieny ⟷ Job dissatisfaction ⟷ High labour costs

High absenteeism

Society Characteristics:

Outdated organizational managerial systems	Leisure society
Feeling of subservience	Emphasis on self-actualization
	Emphasis on immediate gratification
Higher proportion of foreigners and minorities	Self-indulgence
	Poor image of personal services
	University degrees fad
Low potential inflow of recruits	Competition for manpower

Source: Pizam (1982), Tourism manpower: the state of the art

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2.1.6.2 Schlesinger and Heskett's Model

Figure: 2. 8 Cycle of failure in Service Company
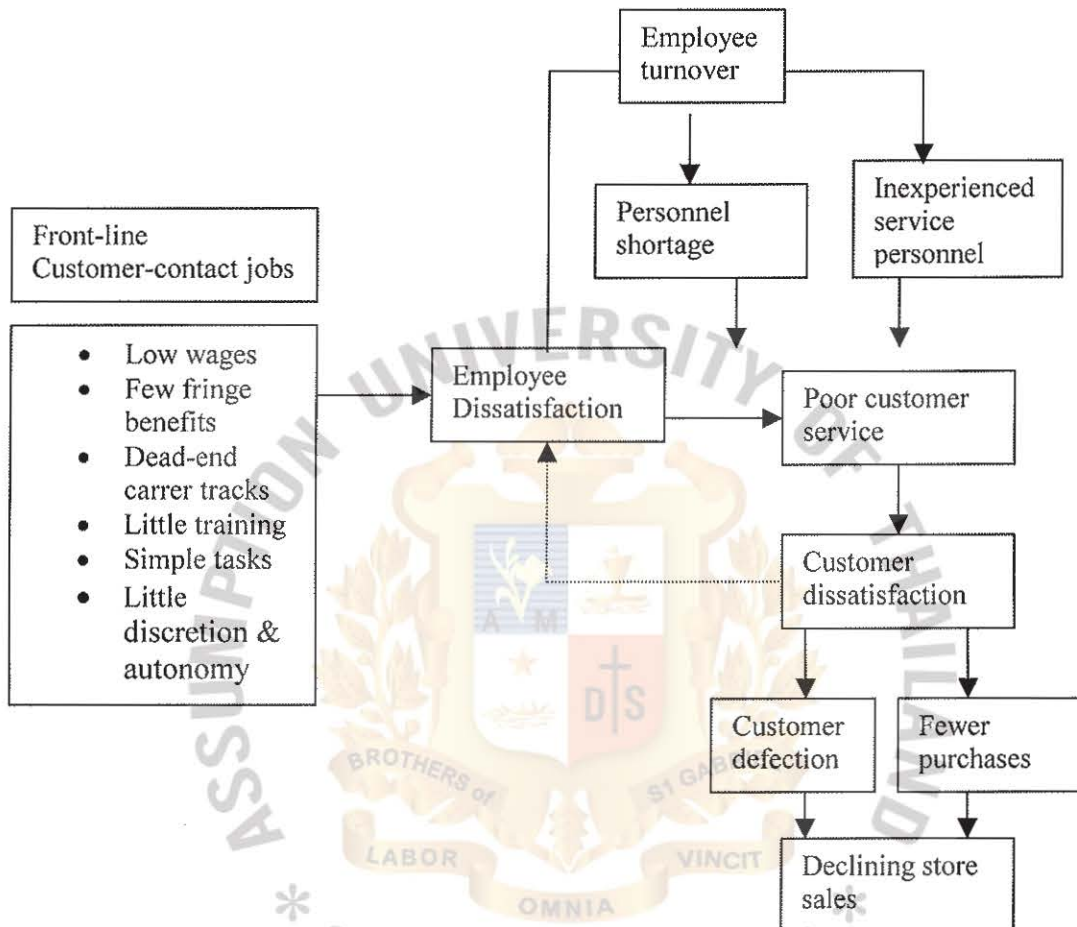
Source: Schlesinger,L.A &Heskett,J.L (1991). The service driven company.Harvard Business Review, 69, p.71-81

As can be seen from figure 2.8, Schlesinger and Heskett propose that poor wages, lack of career opportunities, insufficient training, simple and repetitive tasks, and lack of control over one's job, cause dissatisfaction among front line, customer –contact employees. This job-dissatisfaction leads to poor customer service, which in turn leads to constantly protesting and dissatisfied customers. The negative feelings of the customers create

irritation and frustration among employees who become even more dissatisfied with their jobs and end up leaving the organization.

2.1.7 Expectancy Theory

Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. It has proved to offer a relatively powerful explanation of employee productivity, absenteeism and turnover. It explains that if a person's expectations are not met, then it might lead to absenteeism and turnover. Vroom's expectancy theory focuses on three relationships

1. Effort-performance relationship: the probability perceived by the individual that exerting a given amount of effort will lead to performance.
2. Performance-reward relationship: the degree to which the individual believes that performing at a particular level will lead to attainment of a desired outcome.
3. **Rewards-personal goals relationship:** the degree to which organizational rewards satisfy an individual's personal goals or need and the attractiveness of those potential rewards for the individual.

Figure 2.9 Vroom's Expectancy Theory
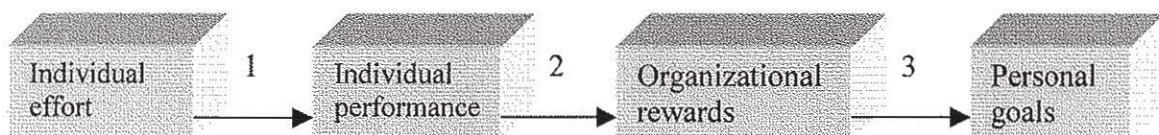
Source: Robbins, Stephen.P(2001) Organizational Behavior: Concepts, Controversies, Applications". New Jersey: Prentice Hall.

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1. Effort-performance relationship

2. Performance-reward relationship

3. Rewards-personal goals relationship

Expectancy theory says that an employee will be motivated o exert a high level of effort when he or she believes that effort will lead to organizational rewards such as a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employee's personal goals.

For effort-performance relationship, it is found that a lot of employees feel that their maximum efforts given in performing jobs will not be recognized in their performance appraisal. Because the organization's performance appraisal system may be designed to assess nonperformance factors such as loyalty, initiative, or courage, which means more effort will not necessarily result in a higher evaluation. As a result, the employee expects to get a poor appraisal regardless of the employee's level of effort.

For performance- reward relationship, many employees see this type of relationship in their jobs as weak and demotivating. Because organizations reward a lot of things besides performance, for instance, paying based on factor such as seniority, being cooperative etc. thus, employees are likely to feel that getting a good performance appraisal may not lead to organizational reward.

Lastly, rewards-personal goals relationship is perceived as weak. Because the organizational rewards may not be attractive or important for employees' needs. For example, the employee works hard in expectation of getting a promotion, but the employee gets a pay rise instead. Moreover, many managers are limited in distributing the rewards, this limitation makes it difficult to individualize rewards.

2.1.8 Equity Theory

Equity theory is a process motivation theory that indicates the development of fairness perception of people toward the distribution and exchange of resources. Individuals compare their job inputs and outcomes with those of others and then respond so as to eliminate any inequities. It has proved as a powerful explanation for turnover. There are four elements of equity theory:

Outcome/Input Ratio

Employees see their inputs as investments that they put into organization for the exchange of outcomes receiving from organization. The inputs are composed of effort, experience, skill, education, competence, amount of time worked, performance results, and contributions of other employees.

The individual weighs out inputs and outcomes varying from one to the next ones in accordance with importance level of these two. For instance, a high position person will be accepted at high valuable inputs, and the organization will also give the person the

more valuable outcomes in return. On the other hand, others may value b effort and performance as more important inputs in exchange relationships and see the high position people as offering little contributions.

Comparison Other

Employees will compare their job inputs and outcomes with relative ones. They will learn about the outcomes that come form their inputs, then they will compare their outcome-input ratio with relevant others' outcome-input ratio. The referent selected by an employee is an important variable in equity theory, and there are four referent that an employee can use for comparison.

1. Self-inside: an employee's experiences in a different position inside his or her current organization
2. Self-outside: an employee's experiences in a situation or position outside his or her current organization.
3. Other-inside: another individual or group of individuals inside the employee's organization
4. Other- outside: another individual or group of individuals outside the employee's organization.

Equity Evaluation

Equity is created by comparing outcome-input ratios, on a proportional basis. If our outcome-input ratio is equal to other's ratio, we will feel that fairness prevails. When we learn that there is inequality occurring between others and ours we will perceive that equity tension is arising. In addition, equity theory model identifies that we will evaluate more complex equity when you and the others who you want to compare with have different outcomes and inputs.

Consequences of Inequity

Employees are motivated to reduce or eliminate their feeling of inequity by correcting the inequitable situation. Based on equity theory, when employees perceive an inequity, they can be predicted to make one of six choices:

1. *Change their inputs:* under rewarded employees try to reduce their performance and effort, if the outcomes cannot affect their wage. Overpaid workers may increase their inputs by working harder and producing more.

2. *Change their outcomes:* under rewarded inequitable employees will ask for higher desired pay, and if this is not achieved, for instance, they will be motivated to participate with a labor union and establish negotiation for change. Some workers may steal the company property or use facilities for personal benefit to increase their outcomes instead.

3. *Changing perception:* employees may deform inputs and outcomes to maintain equity feeling.

4. *Leaving the field:* some employees try to reduce inequity feelings by leaving the job or situation. Thus, there are employee turnover, job transfer, and absenteeism problems occurring in the organization.

5. *Acting on the comparison other:* sometimes, equity is maintained by changing other's input and outputs in comparison such as when you feel under rewarded, you might suggest the over rewarded ones should be doing a larger part of workload.

6. *Changing the comparison other:* we may change the person we are comparing with another one who has more compatible outcome-input ratio, this helps reduce inequity feeling easily.

2.2 Key Concepts

Age

Young employees are likely to terminate voluntary than are older employees (Muchinsky and Tuttle, 1979; Porter and Steers, and Price, 1977). Younger employees may have more entry- level job opportunities and few family responsibilities, thus making job mobility easier. They may also have inaccurate expectations regarding working which are not fulfilled in their early jobs (Porter and Steers, 1973; Wanous, 1980). Abelson (1987)

found that being older, being married, having more children requiring care were all associated with an employee's being more likely to stay than to leave.

Length of Service

It is defined as the total time of employment with the company. Reviewers of the turnover literature by Mobley, Griffeth, Hand, and Meglino (1979), Muchinsky and Tuttle (1979), Price (1977), and Porter and Steers (1973) indicate a consistent negative relationship between tenure and turnover. Interaction with age, inadequate match between job and individual, and inadequate early socialization (Horner, 1979; Wanous, 1980; Schein, 1978) are among the probable reasons for this relationship. Turnover is significantly higher for shorter tenure employees (Mobley, 1982). Any attempts to control turnover is highest among employees with short length of service (Price, 1977).

Education

Neither a strong nor a consistent relationship between education and turnover is evident in the literature (Mobley, 1979; Price 1977). Since many turnover studies are based on individuals with similar education is difficult to establish.

Supervisory Consideration

Supervisory Consideration involves employees' assessment of the levels of respect, mutual trust, psychological support, assistance, and friendliness shown by the supervisor (Gibson, Ivancevich, and Donnelly, 1979). Several studies have demonstrated that more considerate supervision leads to higher level of satisfaction. (Vroom, 1964). The leader's flexibility in changing the employees' job and using his/her power to help employees solve work problems is significantly related to turnover (Dansereau, Cashman, and Graen 1974; Graen 1976; Graen and Ginsburgh, 1977).

Intrinsic Job Satisfaction

Intrinsic job Satisfaction refers to the employees' satisfaction with the work itself and the opportunity the position provides for self-actualization and personal growth. Rewards of this type generally are presumed to be given to the worker by the worker (Lawler and Porter, 1967). The Mobley (1979) model of turnover argues that turnover is related to present satisfaction and to future expectations and evaluations of jobs and roles within and outside the organization. Although employees may be satisfied with their present job, they may leave because they do not anticipate satisfying future roles. Thus, employees have lesser tendency to leave if their jobs provide career and personal growth opportunities.

Extrinsic Job Satisfaction

Extrinsic job satisfaction refers to employees' satisfaction with pay, fringe benefits, job security, working condition, recognition and status. These rewards are outside the scope of the job itself, but are within the context of the job. The employee relies on the organization, or a member of the organization, to bestow these rewards (Greene and Craft, 1977). Some empirical research has shown significant, negative relationships between individual turnover and employment security measured at an individual level (Cotton &Tuttle, 1986; Shaw et al., 1998) and between turnover and higher compensation levels (Leonard, 1987; Powell, Montgomery & Cosgrove, 1994; Shaw et al., 1998).

Porter and Steers' reveals a generally consistent negative relationship between turnover and pay satisfaction. A number of studies support the theory that turnover is related to various working conditions. In a national survey, Mangione (1973) found a significant relationship between resource adequacy, satisfaction with comfort and turnover.

Task-Specific Self-Esteem

Task specific self-esteem refers to employees self perceived ability to perform a variety of tasks central to the job. Whereas other self-esteem components relate to general feelings about one's self, this aspect pertains to employee feelings of competence in a specific work situation (Korman, 1970). Both Lopez (1982) and Ekpo-Ufot (1976) have defined task specific self-esteem as the self-perceived competence in a spectrum of

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behaviors critical to job performance. Kipnis and Lane's (1962) "task specific self-esteem" measures also included very specific tasks or abilities embodied in the total job. Korman (1970) proposed that people will work at, and find satisfying, those positions affording a balance or consistency between their perceptions and job outcomes. Thus, an employee would not want to quit the job if he finds competent in his specific work situation.

Propensity to Leave the Job

In many models, turnover intentions are the immediate precursor to actual Hom, Caranikas-Walker, Prussia, Griffeth, 1992; Mobley, 1977; Mobley, Griffithy, Hand & Meglino, 1979; Steers and Mowday, 1981), and the relationship between intentions to quit and actual turnover has been well-documented in the literature (e.g., Hom, Griffeth, & Sellaro, 1984 &Ovalle, 1984). Empirically, behavioral intention to stay-quit measures appear to be among the best individual-level predictors of turnover (Kraut, 1975; Miller et.al.,1979; Mobley et al., 1978; Newman, 1974; Waters et.al., 1976).

2.3 Previous Empirical Findings

Lucas, Parasuraman, Davis, and Enis (1987) studied on Salesforce turnover. The independent variables were age, tenure, education, intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration and task specific self-esteem. This study has included task specific self esteem, which is absent in many of the researches, but they have considered as an important factor for workers. A Study by Ekpo-Ufot (1976) also studied the relationship between task specific self esteem and turnover. Ekpo-Ufot found that a task specific self esteem measure constructed for manufacturing workers was correlated at a significant level with actual turnover ($r = -.27$, $p < .01$). An investigation of the relationship of employee characteristics and job attitudes to turnover was conducted with data made available by a major national insurance firm about its sales agents. The data covered a 10-year period. The data used in the study came from two sources: starting dates and quitting dates for sales agents were obtained from company records and (2) data on personal and attitudinal variables germane to the study were drawn from two surveys. The subject of the study was voluntary turnover and it was operationalized at three different levels for three types of analyses: multiple regression analysis, multivariate analyses of variance (MANOVA), and discrminant analysis. There study indicated that there is a significant negative link between tenure and turnover, that is, the longer a salesperson has been with the firm, the less likely he or she is to quit. It also says that there is weak association between the attitudinal variables and turnover.

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Hartman, Yrle & Yrle (1996) studied turnover in the hotel industry. The subjects in their study were 124 employees of a medium sized luxury hotel in a large Southern city. They used two instruments to measure job satisfaction, namely Job Descriptive Index (JDI) as developed by Smith, Kendall and Hulin (1969) and Action Tendency Measure (ATM). The study conducted for a period of eight months and correlation analyses were run between employment status and scores on the satisfaction measures. But along with the longitudinal study series of in depth interviews was also conducted among 27 employees. There were several questions asked but the ones relating to this study were (1) *How long do you intend to keep working at this hotel? (2) If you were to decide to leave, what would be the probable reason?* When asked how long they expected to remain in their jobs, responses ranged from 1 month to 36 months, with a mean of 20.2 months. When asked if they anticipated their next job to be in the hotel industry, 14 expected to leave while 13 intended to stay. Of the 27 interviewees, 13 indicated that they would leave because of the lack of promotional opportunities. *The promotional opportunities subscale, however, was related significantly to voluntary turnover. This outcome was consistent with the interview result.* As promotional opportunity satisfaction goes up, voluntary resignations go down. The result indicates that as the well-liked peers and supervisors leave, there is less reason for employee to stay. Furthermore, it says that in hotel industry may be there are other factors to be considered in predicting the turnover such as: the desire for geographic relocation, the need for a more challenging job, and the wish to try another company.

Charles L.Hulin (1968) studied "effects of changes in job-satisfaction level on employee turnover". Job satisfaction questionnaires were administered to 345 female clerical workers employed in a large Canadian manufacturing firm. The questionnaire measured were satisfaction with work, pay, promotions, co-workers and supervisor. The basic purpose of the study was to see whether increasing job satisfaction of the clerical workers could reduce the turnover rate for this company. Examination of the worker's response indicated that the girls felt dissatisfaction was due to their feelings of being on "dead end job" with little or no chance for promotion and due to their feelings about the fairness of the policies. Thus, the company revised their wage and salary administration, and provided career advancement opportunities as well. The turnover rate among female clerical workers during 1966 was 12%, which was significantly lower than 30% in 1964 before the changes in the company's program and policies were initiated. Of the five job areas, four-pay, promotion, supervision and coworkers showed a significant increase in job satisfaction. The result of the study indicates that there was a decrease in turnover of 18% after the changes in the company's pay and satisfaction. Considering the result, one is tempted to say that the company's new program increased the level of satisfaction of the female clerical workers, and led to a reduction in turnover. However, this study could not account for the change in labor market condition, which may have impact on turnover.

Mr. Chatri Wateetip studied "Factors Affecting Employee Turnover in Sony Group of Companies in Thailand" in 1999. The target population of the study was 800 resigned employees of Sony Group of Companies (consisting of six companies: four manufacturing companies, one trading company and one logistic company) in Thailand who voluntarily resigned the job between January 1997-December 1997. For the study, two statistics were conducted, which were Analysis of Variance and Regression Analysis. The result of Analysis of Variance showed that the main effect of demographic factors significantly affected the employee turnover at the 0.05 significance level. It was found that only age affected employee turnover. Besides, sex, marital status, education, service year and position held did not significantly affect employee turnover. From the regression analysis, the overall job satisfaction of the resigned employees was a variable which produced significance result at 0.05 level of significance, which means the overall job satisfaction of the resigning employee significantly affects the employee turnover of Sony Group of Companies. It means that higher level of satisfaction of the employee, the lesser rate of employee turnover. The overall aspects of job satisfaction were work itself, supervision, company policy, interpersonal relationship, career advancement, work condition, work status, responsibility, salary and recognition.

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Findings of Turnover Research

Table 2 summarizes turnover studies conducted over the past three decades. The relationship between the turnover measure used and key independent variables are reported for each study. Three employee characteristics (tenure, age, and education) and three important altitudinal variables (supervisory consideration, SC; intrinsic job satisfaction, IJS; and extrinsic job satisfaction, EJS) are the independent variables in the table. For each independent variable, the number of positive, negative, and nonsignificant associations with turnover is also given in the table.

Summary of Employee Turnover Literature

Classification codes

Setting:

    S=Selling

    NS=nonselling (occupation)

Data:

    L=longitudinal (months)   Independent Variables Relationship to Turnover

    NR=not reported   (+ = positive, - = negative, 0 = nonsignificant,

    CS=cross-sectional   * = not considered and/ or not reported)

Turnover Measure:

    TO=actual turnover

    PL=Propensity to leave

Table 2: Summary of Turnover Studies

	Tenure	Age	Education	Supervisory consideration	Intrinsic job satisfaction	Extrinsic job satisfaction
Guest (1955) NS (auto workers) L (NR) TO	*	*	*	0	-	*
Ross and Zander (1957) NS (female skilled workers) L (4) TO	*	*	*	*	-	*
Fleishman and Berniger (1960) NS (clerical) CS TO	*	-	*	*	*	*
Fleishman and Harris (1962) NS (production workers) L (11) TO	*	*	*	-	*	*
Saleh, Lee, and Prien (1965) NS (nurses) CS TO	*	*	*		-	-
Hulin (1996) NS (clerical) L (12) TO	*	*	*	*	-	*
Ley (1996) NS (factory workers) CS TO	*	-	*	-	*	*
Downs (1967), 2 studies: S1 and S2 NS (public service trainees) L (48) TO	* *	S1+ S2-	* *	* *	* *	* *

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	Tenure	Age	Education	Supervisory consideration	Intrinsic job satisfaction	Extrinsic job satisfaction
Ronan (1967) NS (varied) CS TO	*	*	*	*	*	-
Hulin (1968) NS (clerical) L (9) TO	*	*	*	-	0	- (Promotion) 0 (pay)
Katzell (1968) NS (student nurses) L (12) TO	*	*	*	*	-	*
Skinner (1969) NS (textile workers) CS TO	*	*	*	-	*	*
Wild (1970) NS (manual workers) CS TO	*	*	*	*	-	*
Farris (1971) NS (electronic workers S1; pharmaceutical S2 workers) L (60) TO	* *	S1- S2-	S1+ S2-	* *	* *	* *
Telly, French, and Scott (1971) NS (production workers) L (12) TO	*	*	*	-	-	0
Waters and Roach (1971) NS (office workers) L (12) TO	0	*	0	0	-	0
Taylor and Weiss (1972) NS (retail) L (12) TO	-	-	*	*	-	*

	Tenure	Age	Education	Supervisory consideration	Intrinsic job satisfaction	Extrinsic job satisfaction
Hellriegl and White (1973) NS (CPAs) CS TO	*	0	0	-	*	-
Waters and Roach (1973), 2 studies NS (clerical) L [S1=24,S2=12] TO	* *	* *	* *	* *	[S1] - [S2] -	* *
Dansereau, Cashman, and Graen (1974), 2 studies NS (office workers [S1] and managers [S2] L (30) TO	*	*	*	[S2] -	[S1] -	*
Newman (1974) NS (nursing home employees) L (2) TO	*	*	*	0	0	0
Porter et al. (1974) NS (psychiatric technician trainees) L (11) TO	*	-	0	*	0	0
Kraut (1975) 2 studies S L (S1=18, S2=66) TO	* *	* *	* *	*	[S1] - [S2] -	[S1] – [S2] -
Federico, Fedirico, and Lundquist (1976) NS (credit union employees) CS TO	*	-	+	*	*	*

	Tenure	Age	Education	Supervisory consideration	Intrinsic job satisfaction	Extrinsic job satisfaction
Waters, Roach, and Waters (1976) NS (clerical) L (24) TO	-	-	*	0	-	0
Bernardin (1977) S L (6) TO	-	-	*	*	*	*
Marsh and Mannari (1977) NS (electric employees) L (8) TO	*	-	*	*	-	*
Mirvis and Lawler (1977) NS (managers) L (8) TO	*	*	*	*	-	*
Koch and Steers (1978) NS (managers) L (8) TO	*	*	*	0	-	0
Mobley, Horner, and Hollingsworth (1978) NS (hospital employees) L (11) TO	-	-	*	0	-	0
Martin (1979) NS (Service workers) CS PL	0	-	+	*	-	*
Miller, Katerberg, and Hulin (1979) NS (national guardsmen) L (6) TO	0	-	*	*	*	*
Bluedorn (1980) NS (insurance employees) L (4) TO	*	-	*	*	*	*

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	Tenure	Age	Education	Supervisory consideration	Intrinsic job satisfaction	Extrinsic job satisfaction
Martin (1980) NS (service and education program employees) CS [S1], L [S2] (15) PL [S1] TO [S2]	[S1] 0 [S2] -	[S1]- [S2]-	[S1] 0 [S2] 0	* *	* *	[S1] 0 [S2] 0
Farrell and Rusbult (1981) NS CS PL	*	*	*	*	-	*
Michaels and Spectors (1982) NS (mental health employees) CS [S1] L [S2] (6) PL [S1] TO [S2]	[S1] 0 [S2] 0	S1 (+) S2 (0)	* *	* *	* *	* *
Motowildo (1983) S CS [S1], L [S2] (19) PL [S1] TO [S2]	* *	* *	* *	* *	* *	[S1] – [S2] -
Parasuraman and Futrell (1983) S CS PL	*	- +	*	*	-	*
Number of studies Considering the variable	12	23	11	15	28	23
Positive relationship	0	2	5	0	0	0
Negative relationship	5	19	1	9	25	11
Nonsignificant	7	2	5	6	3	12

CHAPTER 3

RESEACRH FRAMEWORK

This chapter consists of seven sections, which are theoretical framework, conceptual framework, explanation of all the independent and dependent variables, statement of hypothesis, operationalization of the independent and dependent variables, scale of measurement and the expected outcome.

3.1 Theoretical Framework

All of the Model of Employee Turnover lends significant contributions to the Conceptual Framework. The March and Simon Model (1958) includes Job satisfaction, in which they mention that dissatisfaction with the job leads to perceived desirability of movement. In this model, personal characteristics such as sex, age, social status and tenure are included in perceived ease of movement. Again, Price Model (1977) presented their model of turnover in which they conclude that dissatisfaction leads to turnover when job opportunity is high. Mobley's Intermediate Linkages Model concludes that Intentions to quit/stay eventually leads to turnover. The Expanded Mobley et. al.(1979), again includes job satisfaction along with demographic characteristics of employees having an impact on intention to quit/stay and finally, turnover. Steers and Mowday's Multi Route Model (1981) envisioned that job attitudes influences intention to leave the job and eventually leads to turnover. Thus, the conceptual framework is drawn out from the above theories,

that job attitudes and demographic characteristics have an influence on propensity to leave the job. The job attitudinal variables in the study are Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, Supervisory Consideration and Task Specific Self-Esteem while the demographic factors included are age, education and length of service.

3.2 Conceptual Framework
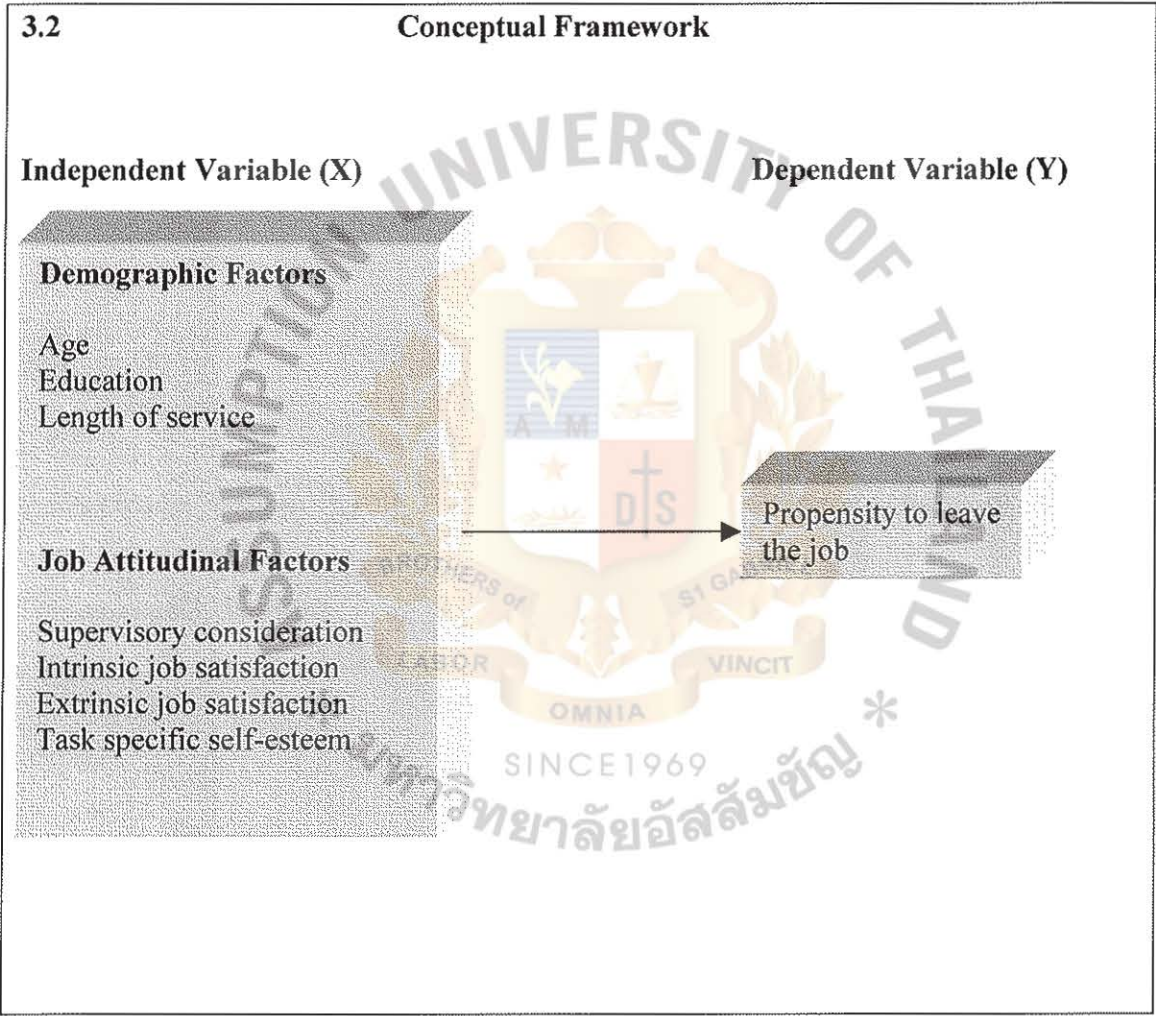
The conceptual framework depicts that the independent variables are demographic factors and job attitudinal factors whilst propensity to leave the job is dependent variable. The researcher intends to find the difference in propensity to leave the job in terms of

demographic factors such as age, education and length of service. In this model, there is

relationship between job attitudinal variables (Supervisory consideration, Intrinsic job

satisfaction, Extrinsic job satisfaction, Task specific self-esteem) and propensity to leave

the job

3.3 Explanation of the Variables

Demographic variables

Age

Sheth, et. Al. (1999) stated that age refers to the length of time elapsed since a person's

birth. It is the length of time a person has lived. Younger employees have a higher

probability of leaving (Mobley, 1979; Muchinsky and Tuttle, 1979;porter and Steers,

1973;Price, 1977). Due to the fact that younger employees have more job opportunities

and fewer family responsibilities, they tend to quit more than the older employees.

Length of Service

The length of time a person worked in the organization. Since the employees stay for a

long time in the organization, they develop a sense of commitment and attachment with

the organization and its coworkers; thus they tend to find harder to leave the company. In

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addition, various advantages accrue to the person who works for a longer period of time such as promotional opportunities, pension, health care benefits etc.

Education

Education is defined as the knowledge or skill level one has obtained by a learning process through formal instruction at a school or a college.

Job Attitudinal Variables

Supervisory Consideration

A friendly and helpful supervisor should act as a motivator for an employee to stay in the organization. An employee finds his job easier if the supervisor is considerate, thus leading to lower possibility of quitting.

Intrinsic Job Satisfaction

In a general sense, intrinsic outcomes are objects or events that follow the worker's own efforts and don't require the involvement of any other person. More simply it is an outcome clearly related to action on the workers part. Such outcomes involve feelings of responsibility, challenge, recognition and result from such job characteristic such as variety, autonomy and significance (Ivancevich and Matteson, 1993).

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Extrinsic Job Satisfaction

Extrinsic outcomes are objects or events that follow from the workers own effort in conjunction with other factors or person as not directly involved in the job itself. Pay, working conditions, co-workers and even supervision are potentially job outcomes but are not a fundamental part of the work (Ivancevich and Matteson, 1993).

Task- Specific Self-Esteem

Self-esteem is an individual's general feeling of self-worth (Nelson and Campbell Quick, 1996). Task specific self-esteem consists of a person's feelings of competence in performing tasks in a specific situation (Korman, 1970). Thus, it consists of a person feeling self-perceived competence in the tasks which are critical to his job performance.

Propensity to Leave the Job

It is used as a turnover intention measure. It measures if the employee has a intention to quit/stay in the organization. The use of propensity to leave as a surrogate measure for actual turnover for diagnostic and forecasting purposes is a practice commonly endorsed in the literature (Mobley 1982).

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3.4 Statement of Hypothesis

H1$_0$: There is no difference in propensity to leave among different demographic groups in term of age, education length of service.

H1$_a$: There is difference in propensity to leave among different demographic groups in term of age, education length of service.

H2$_0$: There is no relationship between job attitudinal variables in terms of intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem and propensity to leave the job.

H2$_a$: There is relationship between job attitudinal variables in terms of intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem and propensity to leave the job.

3.5 Operational Chart

Concept	Conceptual Definition	Operational Components	Level of measurement	Question Number
Demographic factor *Age*	The length of time a person has lived	Duration of life specific to one person	Ordinal scale	Part II Q.2

Concept	Conceptual Definition	Operational Components	Level of measurement	Question Number
Demographic factor *Education*	The knowledge or skill level one has obtained by a learning process through formal instruction at a school or a college	One's highest education level Attained	Ordinal scale	Part II Q.5
Demographic factor *Length of service*	The length of time a person works in the organization.	Number of years worked in the organization.	Ordinal scale	Part II Q.4
Job Attitudinal Variable Supervisory Consideration *(SC)*	SC involves employees' assessment of the levels of respect, mutual trust, psychological support, assistance, and friendliness shown by the supervisor.	-Working environment -Mutual trust, -Psychological support, -Assistance, and friendliness	Interval scale	Part I Q.3

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Concept	Conceptual Definition	Operational Components	Level of measurement	Question Number
Job Attitudinal Variable Intrinsic Job Satisfaction (IJS)	IJS refer to the employees satisfaction with the work itself and the opportunity the position provides for self-actualization and personal growth	-Personal growth opportunities -Feeling of achievement -Interesting job -Career advancement opportunities	Interval scale	Part I Q.1
Job Attitudinal Variable Extrinsic Job Satisfaction (EJS)	EJS refers to employees satisfaction with pay, fringe benefits, job security, working condition, recognition and status	-Pay, -Fringe benefits, -Job security, -Working condition, -Recognition -Status	Interval scale	Part I Q.2
Job Attitudinal Variable Task-Specific Self-Esteem (TSSE)	TSSE refers to employees self perceived ability to perform a variety of tasks central to the job	-Knowledge/skill required doing the job. -Competency in behavior and communication as required for job responsibility.	Interval scale	Part I Q.4

Concept	Conceptual Definition	Operational Components	Level of measurement	Question Number
Dependent Variable *Propensity to leave the job*	Tendency to quit the job	Intention to leave the job	Interval scale	Part I Q.5

3.6 Scale of Measurement

In the research, only two scale are being used, namely interval scale and ordinal scale. Interval scale is a scale that not only arranges objects according to their magnitudes but also distinguishes this ordered arrangement in units of equal intervals. Ordinal scale is a scale that arranges objects or alternatives according to their magnitudes (Zikmund, 2000). The researcher has used interval scale for supervisory consideration, intrinsic job satisfaction, extrinsic job satisfaction, task specific self-esteem and propensity to leave the job, where as ordinal scale is used for age, length of service and education.

3.7 Expected Outcome

Of the demographic variables, age and length of service have the most consistent relationship with turnover. Based on the negative relationship between age and length of service with turnover, the researcher expects to observe that younger employees and those with shorter length of service are more liable to leave the job. As with education, there is neither a strong nor a consistent relationship between education and turnover is evident in the literature (Mobley 1979; Price, 1977).

The research evidence consistently supports the negative relationship between overall satisfaction and turnover (Mobley, 1982). Reviews by Brayfield and Crockett (1955), Price (1977), Vroom (1964), Porter and Steers (1973), Locke (1975); Mobley (1979) and Muchinsky and Tuttle (1979) conclude that the literature clearly shows that the lower the job satisfaction is, the greater the probability of turnover is. Thus, the researches expects higher the job satisfaction, both extrinsic and extrinsic, lesser the employees' propensity to leave the job. One behavioral reaction to dissatisfaction is to withdraw; the reaction to satisfaction however is, to approach (Locke, 1976).

Saleh, Lee, and Prien (1965) found that the lack of supervisory consideration is the second most frequently cited reason for termination. Thus, the researcher expects that employees have greater tendency to leave their job when their supervisor is inconsiderate.

As for task specific self-esteem, it is expected that higher the self perceived competence in their job, lesser the tendency to quit the job. The role of TSSE in explaining employee satisfaction and performance was first identified in Korman's (1970) consistency theory.

The result of the tested hypothesis will provide us with the necessary information to conclude which of the demographic factors and job attitudinal variables have affect employees' propensity to leave the job.

CHAPTER 4

RESEARCH METHODOLOGY

Zikmund (1997) stated that research methodology is defined as part of the body of the report that explains the research design, sampling procedures, and other technical procedures used for collecting the data. The research methodology is aimed to explain the process of conducting the research which includes research method used, target population, research instrument, data collection and procedure, data measurement, data analysis, data analysis technique and finally reliability testing.

4.1 Research Method Used: Census Survey

This research is a descriptive research, which is designed to describe the characteristics of a population. A census survey will be conducted for the study. A census is an investigation of all the individual member of the population (Zikmund, 2000).

4.2 Target Population

The target population of the study is all the 115 F&B (service) employees of Crowne Plaza, Bangkok. The F&B service has a total of 115 employees which in shown below in Table 3:

Table 3: Employees of F&B (service) Department, Crowne Plaza Hotel.

Coffee Shop International	24 employees
Lobby Lounge (including Bakery)	16 employees
Thai pavilion restaurant	4 employees
Tandoor (Indian) restaurant	10 employees
Room Service and Pool Bar	22 employees
Banquet Service	10 employees
Service Bar	12 employees
Pub restaurant	7 employees
Restaurant cashier	10 employees
Total	**115 employees**

4.3 Sampling Unit

The sampling unit of this study is Crowne Plaza Hotel, situated in Silom Road. Sampling Unit is the basic unit containing the elements of the population to be sampled (Malhotra, 2002).

4.4 Research Instrument/Questionnaires:

Self-administered questionnaire is used as a research instrument for collecting the data from the respondents. It is a questionnaire that is filled in by the respondents rather than by interviewer (Zikmund, 2000). Closed ended questions are used, in which the

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respondent is given specific limited alternative responses and asked to choose the one closest to his or her own viewpoint (Zikmund, 2000). The questionnaire consists of 2 parts and is attached in the Appendix while the outline of each part is shown below:

Part 1: It includes questions relating to job attitudinal variables which are intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self esteem and the propensity to leave the job. The technique used for this part is five point Likert scale.

Part 2: It consists of the personal information of the respondents, which includes age, education and length of service which form the variables of the study.

4.5 Data Collection and Procedure:

In this research, primary data were collected by using self-administered questions and an interview was conducted with the hotel's assistant personnel manager in order to get familiar with the hotel's human resource policy in general. Whereas the secondary data were collected from several sources such as human resource textbooks, hospitality textbooks, organizational behavior textbooks, company brochures and other previous researches etc.

In order to provide better understanding to the respondents as well as to receive accurate feedback, the researcher prepared the questionnaires in English and translated into Thai

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language in a translation center situated in Silom Road, Bangkok. The questions were left at the hotel to the trainee manager, so that she could distribute the questionnaire among her employees and then were collected by the researcher. In order to avoid any interruption in the hotels, the questionnaire were left at the hotel, so that they can fill up whenever suitable for them. The questionnaires were distributed in the month of July 2003 and were collected in a month's time.

4.6 Data Measurement

Variables	Scale of measurement	Question Number
Demographic factor Age	Ordinal scale	Part II Q.2
Demographic factor Education	Ordinal scale	Part II Q.5
Demographic factor Length of service	Ordinal Scale	Part II Q.4
Attitudinal variable Supervisory Consideration (SC)	Interval scale	Part I Q.3

Variables	Scale of measurement	Question Number
Attitudinal variable *Intrinsic Job Satisfaction* *(IJS)*	Interval scale	Part I Q.1
Attitudinal variable *Extrinsic job satisfaction* *(EJS)*	Interval scale	Part I Q.2
Attitudinal variable *Task-Specific Self Esteem* *(TSSE)*	Interval scale	Part I Q.4
Dependent variable *Propensity to leave the job*	Interval scale	Part I Q.5

4.7 Data Analysis Technique

In this study, three techniques are used ANOVA, Kruskal Wallis Test and Pearson Correlation Coefficient. For the first hypothesis, ANOVA and Kruskal Wallis test is used while for the second hypothesis; Pearson Correlation Coefficient is used.

4.7.1 ANOVA

Analysis of variance (ANOVA) is a statistical method for determining the existence of differences among several population means (Aczel, 1999). Zikmund (2000) mentioned that anysis of variance (ANOVA) is the analysis involving the investigation of the effects of one treatment variable on an interval scaled dependent variable; a hypothesis testing technique to determine whether statistically significant differences on means occur between two or more groups. The researcher conducted ANOVA in order to find out the difference in employees propensity to leave the job in different demographic groups such as age and length of service.

4.7.2 Pearson Correlation Coefficient

Zikmund (2000) claimed that the most popular technique indicates that the relationship of one variance to another is the simple correlation analysis. The simple correlation coefficient is a statistical measure of the covariation or association between two variables. Pearson correlation coefficient varies over a range of +1 through 0 to −1. The formula for calculating the correlation coefficient (r) for two variables X and Y is:

$$r_{xy} = r_{yx} = \frac{\sum (X_i - \overline{X})(Y_i - \overline{Y})}{\sqrt{\sum (X_i - \overline{X})^2 (Y_i - \overline{Y})^2}}$$

Where, the symbol X and Y represent the sample means of X and Y, respectively.

Here, X represents propensity to leave the job and Y represents demographic factors and job attitudinal factors. The researcher applied Pearson Correlation Coefficient in order to find out the relationship between job attitudinal variables (intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration and task-specific self esteem).

4.7.3 Kruskal Wallis Test

The Researcher applied Kruskal Wallis Test to find the difference in employees' propensity to leave the job in different education levels. Nonparametric tests are not affected by the normal distribution and equal variance. This test was conducted for education since the data's are not normally distributed.

Table 5: Summary of Statistical Test for each Hypothesis

Hypothesis	Statistics
H1	ANOVA, Kruskal Wallis Test
H2	Pearson Correlation Coefficient

4.8 Reliability Test

The objective of pretesting was to examine the reliability of the instrument. The Relaibitlity Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. After researcher adjusted some questions that were ambiguous and inappropriate, copies of questionnaire were distributed to the respondents. For the sample size, Vanichabancha (2001) mentioned that pretest should be at least 25 respondents. After gathering the data from 25-pretest questionnaire, the data were coded and processed by SPSS program to find the reliability using the Cronbach's Coefficient Alpha test. The total alpha value came as .8106 (shown in the Appendix), which is higher than 0.6, thus the questionnaire is reliable to conduct the survey.

CHAPTER 5

DATA ANALYSIS

This chapter represents findings of the research collected from 115 questionnaires of the target population. It consists of three parts; the first part deals with the demographic characteristics of the respondents, the second with the results of the hypothesis testing and the third part concerns with the discussion of the results.

5.1 Demographic Profile

Table 5.1.1 Demographic Characteristics

Variable		Count	%	Variable		Count	%
Sex	Male	63	54.8%	**Length of Service**	5 years and below	44	38.3%
	Female	52	45.2%		6-10	55	47.8%
Total		115	100.0%		11-15	11	9.6%
Age	< 21 years old	4	3.5%		16 years and above	5	4.3%
	21-30	70	60.9%	**Total**	115	100.0%	
	31-40	34	29.6%	**Education**	High school	47	40.9%
	> 40 years old	7	6.1%		Diploma	36	31.3%
Total	115	100.0%		Bachelors degree	32	27.8%
Income	< 5000	14	12.2%	**Total**	115	100.0%	
	5001-10000	56	48.7%	**Marital Status**	Single	59	51.3%
	10001-20000	38	33.0%		Married	53	46.1%
	20001-30000	6	5.2%		Divorced	1	.9%
	> 30000	1	.9%		Widowed	2	1.7%
Total	115	100.0%		**Total**	115	100.0%	

Sex

From the above table 5.1.1, it is seen that male employees outnumbers female employees. The number of male and female employees in Food and Beverage (service) department of Crowne Plaza is 63 and 52 respectively comprising of 55% as male and 45% as female.

Age

As illustrated in the Table 5.1.1, the largest group of employees' age lies in between 21-30 years old which accounts for 70 employees (61%). Additionally, 34 (30%), and 7 (6%) of the employees are between 31-40 and more than 40 years old respectively. Finally, the rest of the 4 employees (4%) are less than 21 years old.

Marital Status

Regarding marital status, table 5.1.1 shows that 59 (51%) of the total employees are single whereas 53 employees (46%) are married, 1 divorced and 2 is widowed.

Length of Service

Table 5.1.1 reports that the largest group of the employee's length of service lies in between 6-10 years comprising 55 employees (48%). While, 44 employee's (38%) length of service is 5 years and below, and 11 employees (10%) are in between 11-15 years of service, and the remaining 5 employees (4%) have worked for 16 years and above.

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Education

Table 5.1.1 shows that the largest group of the employees (47 employees) has high school degree which accounts for 42%. The remaining 36 employees (31%) and 31 employees (27%) hold Diploma and Bachelors Degree respectively.

Income

Table 5.1.1 reports that 56 employees (49%) receives income in between 5,001-10,000, 38 employees (33%) receive in between 10,001-20,000, 14 employees (12%) gets below 5000, 6 employees (5%) receive in between 20,001-30,000, and the remaining 1 employee gets more than 30,000. Thus, the largest group of the employee' income is in between 5,001-10,000.

5.2 Results of the Hypothesis Testing

Hypothesis 1

$H1_o$: There is no difference in propensity to leave the job among different demographic groups in terms of age, education and length of service.

$H1_a$: There is difference in propensity to leave the job among different demographic groups in terms of age, education and length of service.

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Table 5.2.1 Age

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	20.318	3	6.773	5.709	.001
Within Groups	131.682	111	1.186		
Total	152.000	114			

Multiple Comparisons

Dependent Variable: PROPENSITY TO LEAVE

LSD

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
< 21 years old	21-30	1.3143(*)	.55994	.021	.2047	2.4238
	31-40	1.9412(*)	.57574	.001	.8003	3.0820
	> 40 years old	2.0714(*)	.68268	.003	.7186	3.4242
21-30	< 21 years old	-1.3143(*)	.55994	.021	-2.4238	-.2047
	31-40	.6269(*)	.22768	.007	.1757	1.0781
	> 40 years old	.7571	.43177	.082	-.0984	1.6127
31-40	< 21 years old	-1.9412(*)	.57574	.001	-3.0820	-.8003
	21-30	-.6269(*)	.22768	.007	-1.0781	-.1757
	> 40 years old	.1303	.45207	.774	-.7656	1.0261
> 40 years old	< 21 years old	-2.0714(*)	.68268	.003	-3.4242	-.7186
	21-30	-.7571	.43177	.082	-1.6127	.0984
	31-40	-.1303	.45207	.774	-1.0261	.7656

* The mean difference is significant at the .05 level.

Test Result of Age

If the p-value is less than the chosen level of significance, then the null hypothesis is rejected; otherwise, the null hypothesis will be accepted. Based on table 5.2.1, ANOVA table shows the significant value (p-value) of 0.001, which is less than the specified alpha of 0.05. It indicates that the null hypothesis (H_o) is rejected and the alternate hypothesis is

accepted (H_a) for age. It means that propensity to leave the job differs according to different age groups. Moreover, the result of multiple comparisons table (LSD) shows that less than 21 years old has more tendency to leave than 21-30 age category, 31-40 age category and more than 40 age category. Again, 21-30 age categories seem to have more intention to leave than 31-40 age categories.

Table 5.2.2 Education

Test Statistics (a,b)

	PROPENSI
Chi-Square	2.079
df	2
Asymp. Sig.	.354

a Kruskal Wallis Test
b Grouping Variable: EDUCATIO

Test Result of Education

If the p-value is less than the chosen level of significance, then the null hypothesis is rejected; otherwise, the null hypothesis will be accepted. Based on table 5.2.2, Kruskal Wallis Test shows the significant value (p-value) of 0.354, which is greater than the specified alpha of 0.005. It indicates that the null hypothesis (H_o) is accepted and alternate hypothesis is rejected (H_a) for education. It means that propensity to leave the job does not differ according to different education level.

Table 5.2.3 Length of Service

ANOVA

PROPENSITY TO LEAVE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.909	3	5.970	4.942	.003
Within Groups	134.091	111	1.208		
Total	152.000	114			

Multiple Comparisons

Dependent Variable: PROPENSITY TO LEAVE
LSD

(I) LENGTH	(J) LENGTH	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
5 years and below	6-10	.4273	.22230	.057	-.0132	.8678
	11-15	1.3182(*)	.37051	.001	.5840	2.0524
	16 years and above	-.2818	.51871	.588	-1.3097	.7460
6-10	5 years and below	-.4273	.22230	.057	-.8678	.0132
	11-15	.8909(*)	.36302	.016	.1716	1.6103
	16 years and above	-.7091	.51339	.170	-1.7264	.3082
11-15	5 years and below	-1.3182(*)	.37051	.001	-2.0524	-.5840
	6-10	-.8909(*)	.36302	.016	-1.6103	-.1716
	16 years and above	-1.6000(*)	.59281	.008	-2.7747	-.4253
16 years and above	5 years and below	.2818	.51871	.588	-.7460	1.3097
	6-10	.7091	.51339	.170	-.3082	1.7264
	11-15	1.6000(*)	.59281	.008	.4253	2.7747

* The mean difference is significant at the .05 level.

Test result of Length of Service

Test Result of the p-value is less than the chosen level of significance, then the null hypothesis is rejected; otherwise the null hypothesis will be accepted. Based on table 5.2.3, ANOVA table shows the significant value (p-value) of 0.003, which is less than the specified alpha of 0.005. It indicates that the null hypothesis (H_o) is rejected and alternate hypothesis is accepted (H_a) for length of service. It means that propensity to leave the job differs according to different length of service. Moreover, the result of multiple comparisons table (LSD) shows that employees working for 5 years and below want to leave more than 11-15 length of service. Similarly, employees working for 6-10 years seem to have intention to leave more than who are working for the hotel in between 11-15 years. Again, employees working for 16 years and above have intention to leave more than 11-15 years of service.

Hypothesis 2

H2$_o$: There is no relationship between job attitudinal variables in terms of intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem and propensity to leave the job.

H2$_a$: There is relationship between job attitudinal variables in terms of intrinsic job satisfaction, extrinsic job satisfaction, supervisory consideration, task specific self-esteem and propensity to leave the job.

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Table 5.2.4 Intrinsic Job Satisfaction

Correlations

		PROPENSI	ALLIJS
PROPENSI	Pearson Correlation	1	-.566(**)
	Sig. (2-tailed)	.	.000
	N	115	115
ALLIJS	Pearson Correlation	-.566(**)	1
	Sig. (2-tailed)	.000	.
	N	115	115

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

Test Result of Intrinsic Job Satisfaction

As shown in Table 5.2.4, the result from the test showed that the p- value is equal to .000 at .01 level of significance. Thus, the null hypothesis is rejected for intrinsic job satisfaction since the p-value is less than 0.05. It can be concluded that intrinsic job satisfaction has a significant relationship with propensity to leave the job. As the correlation coefficient is -.556, which indicates there is a negative moderate correlation between intrinsic job satisfaction and propensity to leave the job i.e. the higher the intrinsic job satisfaction, the lower the propensity to leave the job.

Table 5.2.5 Extrinsic Job Satisfaction

Correlations

		PROPENSI	ALLEJS
PROPENSI	Pearson Correlation	1	-.731(**)
	Sig. (2-tailed)	.	.000
	N	115	115
ALLEJS	Pearson Correlation	-.731(**)	1
	Sig. (2-tailed)	.000	.
	N	115	115

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

Test Result of Extrinsic Job Satisfaction

Table 5.2.5 shows the p-value is equal to .000. Thus, the null hypothesis is rejected at 0.01 level of significance for extrinsic job satisfaction since the p-value is less than 0.05. It can be concluded that extrinsic job satisfaction has a significant relationship with propensity to leave the job. As the correlation coefficient is -.731, which indicates there is a strong negative correlation between extrinsic job satisfaction and propensity to leave the job. It means if the employees are intrinsically satisfied with their job, then chances to leave the job will be lesser.

Table 5.2.6 Supervisory Consideration

Correlations

		PROPENSI	ALLSC
PROPENSI	Pearson Correlation	1	-.466(**)
	Sig. (2-tailed)	.	.000
	N	115	115
ALLSC	Pearson Correlation	-.466(**)	1
	Sig. (2-tailed)	.000	.
	N	115	115

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

Test Result of Supervisory Consideration

Table 5.2.6 shows the p-value is equal to.000 at 0.01 level of significance. Thus, the null hypothesis is rejected for supervisory consideration since the p-value is less than 0.05. It can be concluded that supervisory consideration has a significant relationship with propensity to leave the job. As the correlation coefficient is -.466, which indicates there is a moderate negative correlation between supervisory consideration and propensity to leave the job. It means if the supervisors are considerate towards the employees, then there is less chance for employees to leave their job.

Table 5.2.7 Task Specific Self-Esteem

Correlations

		PROPENSI	ALLTSSE
PROPENSI	Pearson Correlation	1	-.648(**)
	Sig. (2-tailed)	.	.000
	N	115	115
ALLTSSE	Pearson Correlation	-.648(**)	1
	Sig. (2-tailed)	.000	.
	N	115	115

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

Test Result of Task Specific Self-Esteem

As shown in Table 5.2.7, the result from the test showed that the p- value is equal to .000 at .01 level of significance. Thus, the null hypothesis is rejected for Task Specific Self-Esteem since the p-value is less than 0.05. It can be concluded that Task Specific Self-Esteem has a significant relationship with propensity to leave the job. As the correlation coefficient is -.648, which indicates there is a strong negative correlation between Task Specific Self-Esteem and propensity to leave the job i.e. the higher the task specific self esteem, the lower the propensity to leave the job.

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5.3 Discussion of the Results

The result of the hypothesis testing shows that among the demographic variables, age and length of service differs in propensity to leave the job. As for education, there was no difference found. Regarding the job attitudinal variables, in all of the four variables (Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, Supervisory Consideration and Task Specific Self Esteem), there is a relationship with propensity to leave the job. The researcher explains the rationales behind the results are the followings:

With regard to age, there is a difference in propensity to leave the job among different age groups in the hotel. This difference is found due to the fact that young employees are much more likely to terminate voluntarily than older employees (Price, 1977). The findings shows that less than 21 years old has more tendency to leave than 21-30 age category, 31-40 age category and more than 40 age category. Similarly, 21-30 age categories seem to have more intention to leave than 31-40 age categories. Thus it is seen that younger employees have more possibility to quit than older employees. There are many researches, which state that younger employees are likely to terminate more voluntary than older employees. Similarly, Hom and Griffeth (1995) concluded that older employees had lower quitting rates than younger employees.

For education, there was no difference found in propensity to leave the job. ANOVA test could not be performed since it is not normally distributed, thus nonparametric test was

conducted. Most of the employees of the hotel hold high school degree and diploma degree.

Regarding length of service, there is a difference in propensity to leave the job among different length of service. The result shows that employees working for 5 years and below want to leave more than 11-15 length of service. Similarly, employees working for 6-10 years seem to have intention to leave more than who are working for the hotel in between 11-15 years. Thus from the data, it is seen that mostly employees who may leave are shorter tenured employees. It is due to the fact that turnover is significantly higher for shorter tenure employees (Hom and Griffeth, 1995). But it is also noticed that employees working for 16 years and above have intention to leave more than 11-15 years of service. This may be because those employees have reached the stage for retirement.

The researcher found that there is a relationship between intrinsic job satisfaction and propensity to leave the job. Dalton and Todor (1993) state, "...that internal mobility and perceptions of internal mobility may be related to turnover behavior". Likewise, it appears that promotions or internal organizational movements impact on employee attitudes and turnover (Johnston, Griffeth, Burton, and Carson; 1993). Thus, the finding of this study is consistent with the past researches done, that there is a negative relationship between intrinsic job satisfaction and propensity to leave the job. Thus, for individuals who are career oriented, they would be willing to leave the hotel if they perceive that it would enhance their careers. Therefore, if personal growth and career opportunities are well provided in the hotel, voluntary resignation will go down.

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Regarding extrinsic job satisfaction, there is a relationship between extrinsic job satisfaction and propensity to leave the job. Management and labor economic support that low pay or dissatisfaction about pay creates job dissatisfaction and turnover (Lawler, 1971). Motowildo (1983), Price and Muller have directly validated the sequence: pay→satisfaction→quitting. The hypothesis testing also shows that there is a negative relationship between extrinsic job satisfaction and propensity to leave the job. Therefore, extrinsic job satisfaction plays an important role while considering propensity to leave the job in the hotel.

As for Supervisory Consideration, there is a relationship between Supervisory Consideration and propensity to leave the job. The result of this study is consistent with the findings advocated by Lance (1991) who concludes that supervisor facilitation and support directly affect job satisfaction and eventually turnover. Thus, as well-liked supervisors leave, there is less reason for an employee to stay in the hotel.

There is a relationship found between task specific self-esteem and propensity to leave the job. In 1995, Hom and Griffeth found that poor performers had a moderately higher tendency to quit than good performers. Thus, we can conclude that if the employees of the hotel feel a sense of competence in the specific job activities critical to their job performance, then there is less possibility for an employee to quit his/her job.

CHAPTER 6

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter consists of three sections. The first section is the interpretation of the results or summary of findings. The second section is the conclusion drawn against the research problem. The last section contains recommendations for the hotel in order to control turnover problem.

6.1 Summary of Demographic Profile

Based on the data collected from the survey research, there are 55% of male employees and 45% of female employees. The highest percentage of age group of the employees is in between 21-30 years old accounting for 61% of the total employees. Most of the employees are single accounting for 51% from the total employees. With regard to length of service, the findings show that most of employees (48%) are in between 6-10 years. As for the education, maximum number of employees holds high school degree accounting for 42% from the total employees. The highest number of employees has an income in between 5,001-10,000 baht accounting for 49% from the total employees.

Summary of Hypothesis Testing

There are two hypotheses; the first one is tested with ANOVA and Kruskal Wallis Test while the second one is tested with Pearson Correlation Coefficient. The result of the hypothesis testing is shown in Table 6.1.1 and Table 6.1.2.

Table 6.1.1 Summary of Test of Difference

Hypothesis	Test statistics	P-value	Result
There is no difference in propensity to leave the job among different age groups.	One Way ANOVA	.001	Reject H_o
There is no difference in propensity to leave the job among different education level.	One Way ANOVA	.349	Accept H_o
There is no difference in propensity to leave the job among different length of service.	One Way ANOVA	.003	Reject H_o

Table 6.1.2 Summary of Test of Relationship

Hypothesis	Test statistics	Correlation Coefficient	P-value	Result
There is no relationship between Intrinsic Job Satisfaction and propensity to leave the job.	Bivariate test	-.566**	.000	Reject H_o
There is no relationship between Extrinsic Job Satisfaction and propensity to leave the job.	Bivariate test	-.731**	.000	Reject H_o
There is no relationship between Supervisory Consideration and propensity to leave the job.	Bivariate test	-.466**	.000	Reject H_o
There is no relationship between Task Specific Self Esteem and propensity to leave the job.	Bivariate test	-.648**	.000	Reject H_o

** Correlation is significant at the 0.01 level under 2 tailed test.

6.2 Conclusion

The research study focuses on investigating the differences among different demographic groups in terms of age, education and length of service in employees propensity to leave the job. Additionally, it investigates the relationship between job attitudinal variables (Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, Supervisory Consideration and Task Specific Self Esteem) and propensity to leave the job.

Based on the literature review and the findings of the study, it can be concluded that age is an important factor while determining employees' propensity to leave their job. It is seen in Multiple Comparison table in Chapter 5, that the younger employees have more tendencies to leave than older employees. Due to the fact that younger employees have more job opportunities than older employees as stated earlier in Chapter 2, it is more likely for younger employees to quit than older employees. The young aged employees join the hotel to acquire experience and after some years they search for other jobs and eventually quit if the alternative job matches with their expectations. As for the older employees, they have family responsibilities, which makes the job mobility difficult, thus propensity to leave among older employees is lesser than younger employees.

There is no difference in propensity to leave in different educational level in the hotel since the Human Resource policy is such that, based on an employees' educational attainment, their position are decided. Thus, the employees have no room for complaints since better opportunities accrue to an employee acquiring higher educational degree.

As shown in the Multiple Comparison table in Chapter 5, shorter tenured employees have more tendencies to quit than longer tenured employees. The difference in propensity to leave the job among different length of service is because as the employees work for a longer period of time, they develop a sense of commitment an attachment with the organization. Due to the long stay in the organization, they become more accustomed with their work and the environment. Thus, shorter tenure employees tend to leave more than longer tenured employees.

Today employees seek more than pay, fringe benefits, compensation etc, they focus on intrinsic job satisfaction as well. If the job provides personal growth and career advancement opportunities then they tend to stay longer with the organization.

Employees should be satisfied with their earnings, their compensation, working condition, recognition, and status etc. If the present job does not fulfill their requirements and expectations, then it is very much likely for an employee to quit the job and search for another job where such requirements are met.

An employee seeks support, trust etc from their supervisors. If the supervisor and employee do not share a positive relationship, then communication problems will arise, which leads to dissatisfaction among both the parties and eventually turnover problem occurs. Thus, supervisory consideration plays a vital role in employee's decision-making i.e., whether to quit or remain in the organization. A recent DDI study at www.ddiworld.com called " Retaining talent: A Benchmarking Study" reports that an

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employee's relationship with their supervisor is one of the most important determinants for staying with an organization.

If a person is competent in carrying out his/her task then, he/she will not leave the job according to the negative relationship between task specific self-esteem and propensity to leave the job found in the study. The higher performance level (competence level) lends to greater opportunities for promotion, pay etc. Thus, if an employee is less competent then, there is no reason for him to stay longer in the organization.

6.3 Recommendations

Findings	Recommendations
There is relationship between Intrinsic Job Satisfaction and propensity to leave the job.	• Provide personal growth and career advancement opportunities.
There is relationship between Extrinsic Job Satisfaction and propensity to leave the job.	• Place higher emphasis on pay and continuously assess the competitiveness of their wage and benefits with the market's pay level.
There is relationship between Supervisory Consideration and propensity to leave the job.	• Supervisor should establish a positive personal relationship with employees, demonstrate consideration for the employee, and create a supportive environment.

As from the data collected, it is evident that younger employees tend to quit their job than older employees. Therefore, the hotel should place higher emphasis on ways or strategies to retain the younger group of employees. The hotel can provide them with stock options, and various benefits etc.

Based on the finding of this study that there exists a negative relationship between Intrisic job satisfaction and employees' propensity to leave the job, the following recommendations are noted down. The Mobley *et. al.* (1979) model of turnover argues that turnover is related to present satisfaction and to future expectations and evaluation of jobs and roles within an outside the organization. For employees who value learning or refining skills and ability, and who seek to improve their job performance, organizationally supported training and development can contribute to achieve higher level of retention of employees. Therefore, the organization should provide employees with accurate information on possible career paths, accurate feedback on their assessed potential on various career paths, rewards for self-development and developmental opportunities and programs. An investment in upgrading the workforce is one of the best investments a company can make when looking at long-term growth.

According to Mr. Rakesh Sharma (F&B manager), the prominent factor affecting job mobility in Thailand is based on low pay level. If the employee perceive that there exists a better opportunity to receive higher pay, then they tend to quit their job. Thus, it is apparent that organizations must continue to assess the competitiveness of their wages and benefits as compared to the market pay. Therefore, in a highly competitive

environment, hotel management should have the flexibility to move quickly with respect to salary competition. A competitive supplementary or fringe benefit package may contribute to attracting and retaining employees. Thus, the hotel develop an overall strategic compensation package that includes not only base and variable pay scales, but long-term incentive compensation, bonus and gain-sharing plans, benefit plans to address the health and welfare issues of the employees, and non-cash rewards and perks as well. The hotel should have provision of job security via long term- contracts so that retention level improves. Special bonuses, stock options are a common response to competitive labor markets. However, rewards don't have to be monetary in order to have an impact. Positive feedbacks, formal recognition programs, changing job titles, and special project assignments are all ways to improve reward/recognition systems.

The role of supervisor seems to be important in turnover management since there is a relationship between supervisory consideration and propensity to leave the job. Thus, the supervisor should establish a positive personal relationship with employees, demonstrate consideration for the employee, and create a supportive environment so that the employees become less likely to quit.

Task specific self esteem also has a negative relationship with the propensity to leave the job. Thus, the hotel should provide training programs so that lesser number of turnovers occurs. As the level of training increase, so does the employees' competency level, leading to low turnover rate. But it should be kept in mind, that too much of training, may lead to turnover since as employees get competent, they would search for other better

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alternatives available. Thus, the hotel can provide organization specific training which may serve to decrease mobility by building organization-specific, but externally nontransferable knowledge and skills.

Thus, the hotel should practice multiple policy and procedures in order to retain the employees. Effective management of turnover requires examination of the entire human resource management process, including recruitment, selection, and compensation supervision, career planning, working condition and so forth. Management can give employees an opportunity to become involved in the policy development process, thereby creating a feeling of ownership.

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Appendix

Questionnaire

Part I : Please select the choice that most matches your answer

1.Intrinsic Job Satisfaction

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.Our company does a good job at encouraging professional growth.	5	4	3	2	1
2.I get a feeling of accomplishment from the work Iam doing.	5	4	3	2	1
3. My job is an interesting one.	5	4	3	2	1
4. My company offers opportunities for growth as a career.	5	4	3	2	1

2.Extrinsic Job Satisfaction

	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
1.The compensation plan under which you work	5	4	3	2	1
2.Your earnings as an F&B employee	5	4	3	2	1
3.Fairness of you earnings in relation to efforts expended	5	4	3	2	1
4.Your probable future earnings in the job held	5	4	3	2	1
5.The attitude of the public towards the hotel	5	4	3	2	1
6.Your benefit plan in general	5	4	3	2	1
7.The attitude of the public towards F &B employees	5	4	3	2	1

3.Supervisory consideration

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.There is a good working relationship between F&B employees and the manager	5	4	3	2	1
2.Our manager does a good job of providing help with difficult or complex F&B problems	5	4	3	2	1

4.Task specific self-esteem

	Very Competent	Competent	Average	Incompetent	Very Incompetent
1.Interpersonal skills with co-workers	5	4	3	2	1
3.Technical skills	5	4	3	2	1
3.Knowledge about F&B	5	4	3	2	1
4.Handling customer complaints	5	4	3	2	1

5.Propensity to leave the job

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.Do you intend to leave the hotel within the next 12 months?	5	4	3	2	1

Part II: Personal Information of Respondents

Instruction: please select the choice that most matches your answer

1. Sex
   1) Male   2) Female

2. Age
   1) Less than 21 years old   2) 21-30 years old
   3) 31-40 years old   4) more than 40 years old

3) Marital status
   1) Single   2) Married
   3) Divorced   4) Widowed

4) Length of service
   1) 5 years and below   2) 6-10 years
   3) 11-15 years   4) 16 years and above

5) Highest educational level attained:
   1) Below elementary   2) High school
   3) Diploma   4) Bachelor's degree

6) Personal Income:
   1) Below 5,000 Baht   2) 5,001-10,000 Baht
   3) 10,001-20,000 Baht   4) 20,001-30,000 Baht
   5) More than 30,000 Baht

Thank you for your kind cooperation in completing this questionnaire. The information obtained will only be used for study purpose.

แบบสอบถาม

ส่วนที่ 1 กรุณาเลือกคำตอบที่ใกล้เคียงกับความเป็นจริงที่สุด

1.ความพึงพอใจภายในต่องาน

	พอใจ อย่างยิ่ง	พอใจ	ไม่มีความเห็น	ไม่พอใจ	ไม่พอใจ อย่างยิ่ง
1.บริษัทส่งเสริมการเติบโตในสาขา วิชาชีพของพนักงาน	5	4	3	2	1
2.เรารู้สึกภูมิใจในความสำเร็จของ งานที่ทำได้สำเร็จ	5	4	3	2	1
3. งานของเราสนุกและน่าสนใจ	5	4	3	2	1
4. บริษัทของเราให้โอกาสเราเติบโตใน อาชีพการงาน	5	4	3	2	1

2. ความพึงพอใจภายนอกต่องาน

	พอใจ อย่างมาก	เห็นด้วย	ไม่มีความ คิดเห็น	ไม่เห็นด้วย	ไม่เห็นด้วย อย่างมาก
1.รายได้จากการทำงาน	5	4	3	2	1
2.รายได้จากการเป็นพนักงานแผนก อาหารและเครื่องดื่ม	5	4	3	2	1
3.ความเหมาะสมของรายได้กับความ พยายามและตั้งใจในการทำงานของคุณ	5	4	3	2	1
4.รายได้ที่คาดว่าจะได้ในอนาคตใน ตำแหน่งหน้าที่ของคุณ	5	4	3	2	1
5.ทัศนคติของประชาชนทั่วไปที่มีต่อโรงแรม	5	4	3	2	1
6.สวัสดิการทั่วไป	5	4	3	2	1
7.ทัศนคติของประชาชนทั่วไปที่มีต่อ พนักงานแผนกอาหารและเครื่องดื่ม	5	4	3	2	1

3.หัวหน้างาน

	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่มีความเห็น	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1.มีความสัมพันธ์ในหน้าที่การงานอันดีระหว่างพนักงานในแผนกอาหารและเครื่องดื่มกับผู้จัดการ	5	4	3	2	1
2.ผู้จัดการให้ความช่วยเหลือ และช่วยแก้ไขปัญหาที่ยุ่งยากและซับซ้อนในเรื่องอาหารและเครื่องดื่ม	5	4	3	2	1

4.ความรู้ความสามารถในหน้าที่การงาน

	มากอย่างยิ่ง	มาก	ปานกลาง	ไม่มาก	ไม่มีความเห็น
1.ทักษะด้านมนุษย์สัมพันธ์กับเพื่อนร่วมงาน	5	4	3	2	1
2.ทักษะด้านวิชาการและเทคนิค	5	4	3	2	1
3.ความรู้เรื่องอาหารและเครื่องดื่ม	5	4	3	2	1
4.การจัดการข้อร้องเรียนของลูกค้า	5	4	3	2	1

5.แนวโน้มที่จะลาออกจากงาน

	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่มีความเห็น	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1.คุณตั้งใจจะลาออกจากการทำงานในโรงแรมภายใน12เดือนข้างหน้า	5	4	3	2	1

ที่ 2 ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม

<u>แนะนำ</u> กรุณาเลือกคำตอบที่ใกล้เคียงกับความเป็นจริงที่สุด

เพศ

1) ชาย   2) หญิง

อายุ

1) น้อยกว่า 21 ปี   2) 21-30 ปี

3) 31-40 ปี   4) มากกว่า 40 ปี

สถานภาพสมรส

1) โสด   2) สมรส

3) หย่า   4) หม้าย

อายุงาน

1) 5 ปีหรือน้อยกว่า   2) 6-10 ปี

3) 11-15 ปี   4) 16 ปีหรือมากกว่า

วุฒิการศึกษาสูงสุด

1) ต่ำกว่าประถมศึกษา   2) มัธยมศึกษา

3) อนุปริญญา   4) ปริญญาตรี

5) ปริญญาโท หรือสูงกว่า

รายได้ (เงินเดือน)

1) ต่ำกว่า 5,000 บาท   2) 5,001-10,000 บาท

3) 10,001-20,000 บาท   4) 20,001-30,000 บาท

5) มากกว่า 30,000 บาท

ขอขอบพระคุณที่ให้ความร่วมมือในการกรอกแบบสอบถามนี้
ข้อมูลที่ได้รับจากท่านจะนำไปศึกษาวิเคราะห์เท่านั้น

ORGANIZATION CHART OF FOOD & BEVERAGE DEPARTMENT

EXECUTIVE ASST. MANAGER
1 PERSON

SECRETARY TO F&B DIR.
1 PERSON

ASST. MANAGER
4 PERSONS

ASST. F&B MANAGER
1 PERSONS

EXEC. SOUS CHEF
1 PERSON

WOS. RESTAURANT MANAGER
1 PERSON

ORCHID LOUNGE MANAGER
1 PERSON

TANDOOR RESTAURANT MANAGER
1 PERSON

ROOM SERVICE MANAGER
1 PERSON

BANQUET SALES MANAGER
1 PERSON

BANQUET SERVICE MANAGER
1 PERSON

CHIEF STEWARD
1 PERSON

BEVERAGE MANAGER
1 PERSON

HEALTH CLUB MANAGER
1 PERSON

ASST. MGR.
1 PERSON

ASST. MGR.
1 PERSON

ASST. BQ SALES MGR.
1 PERSON

ASST. BQ MGR.
1 PERSON

ASST. CHIEF STEWARD
1 PERSON

HEAD BAR
1 PERSON

HEAD WAITER
1 PERSON

HEAD WAITER
1 PERSON

ASST. HEAD THAI PAVILION RESTAURANT
1 PERSON

HEAD WAITER
1 PERSONS

SALES EXEC.
2 PERSONS

SUPERVISOR
5 PERSONS

SUPERVISOR
3 PERSONS

SUPERVISOR
2 PERSONS

SUPERVISOR
3 PERSONS

SUPERVISOR
7 PERSONS

CATERING CO
1 PERSON

SUPERVISOR
4 PERSONS

SUPERVISOR
3 PERSONS

SUPERVISOR
1 PERSON

PUB SUPV.
1 PERSON

SUPERVISOR
1 PERSONS

HOSTESS
1 PERSON

HOSTESS
2 PERSONS

ORDER TAKER
4 PERSONS

WAITER/WAITRESS
17 PERSONS

WAITER/WAITESS
12 PERSON

WAITER/WAITRESS
4 PERSONS

WAITER/WAITRESS
6 PERSONS

WAITER/WAITRESS
9 PERSONS

WAITER
2 PERSONS

STEWARD
21 PERSONS

BAR SERVER
9 PERSONS

PUB WAITRESS
6 PERSONS

HEALTH CLUB ATTD.
4 PERSONS

RELAIBILITY TEST-OVERALL

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****** Method 2 (covariance matrix) will be used for this analysis
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```
        R E L I A B I L I T Y   A N A L Y S I S   - S C A L E   (A L P H A)
```

		Mean	STD Dev	Cases
1.	IJS_PG	3.2800	1.0214	25.0
2.	IJS_ACCO	3.9600	.6110	25.0
3.	IJS_INTE	3.9200	.7594	25.0
4.	IJS_OPP	3.3200	1.1075	25.0
5.	EJS_COM	2.9200	1.0376	25.0
6.	EJS_EARN	3.4800	.8226	25.0
7.	EJS_FAIR	3.0000	.9574	25.0
8.	EJS_F_ER	3.0800	.6403	25.0
9.	EJS_ATTI	3.4400	.8699	25.0
10.	EJS_BENE	3.7200	.9363	25.0
11.	EJS_FB	3.4400	.7681	25.0
12.	SC_RELAT	3.0800	.9967	25.0
13.	SC_HELP	3.0800	1.1150	25.0
14.	TS_CO_W	3.6000	.7638	25.0
15.	TS_TECH	3.0800	.4933	25.0
16.	TS_KNOW	3.3200	.5568	25.0
17.	TS_C_HAN	3.1200	.7257	25.0
18.	PROPENSI	3.2000	1.1902	25.0

N of Cases = 25.0

Item Variances	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.7689	.2433	1.4167	1.1733	5.8219	.1206

Reliability Coefficients   18 items

Alpha =   .8106   Standardized item alpha =   .7942

RELIABILITY TESTING-INTRINSIC JOB SATISFACTION

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

		Mean	STD Dev	Cases
1.	IJS_PG	3.2800	1.0214	25.0
2.	IJS_ACCO	3.9600	.6110	25.0
3.	IJS_INTE	3.9200	.7594	25.0
4.	IJS_OPP	3.3200	1.1075	25.0

N of Cases = 25.0

Item Variances	Mean	Minimum	Maximum	Range	Max/Min
Variance	.8050	.3733	1.2267	.8533	3.2857
.1577					

Reliability Coefficients   4 items

Alpha =   .7060   Standardized item alpha =   .7317
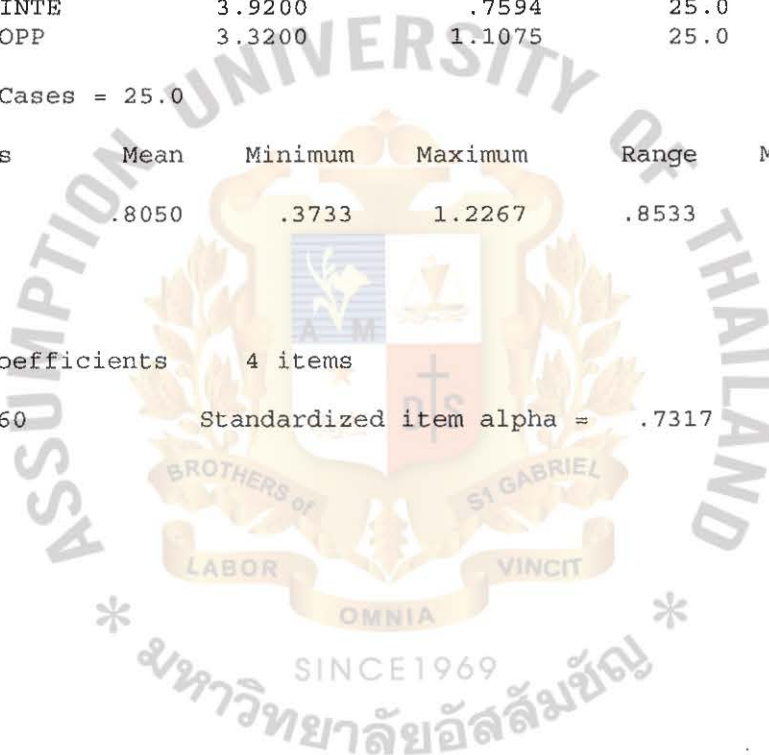
RELAIBILITY TESTING-EXTRINSIC JOB SATISFACTION

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

		Mean	STD Dev	Cases
1.	EJS_COM	2.9200	1.0376	25.0
2.	EJS_EARN	3.4800	.8226	25.0
3.	EJS_FAIR	3.0000	.9574	25.0
4.	EJS_F_ER	3.0800	.6403	25.0
5.	EJS_ATTI	3.4400	.8699	25.0
6.	EJS_BENE	3.7200	.9363	25.0
7.	EJS_FB	3.4400	.7681	25.0

N of Cases = 25.0

Item Variances	Mean	Minimum	Maximum	Range	Max/Min
Variance	.7576	.4100	1.0767	.6667	2.6260
.0495					

Reliability Coefficients   7 items

Alpha =   .7323   Standardized item alpha =   .7222

RELIABILITY TESTING- SUPERVISORY CONSIDERATION

****** Method 2 (covariance matrix) will be used for this analysis
******

R E L I A B I L I T Y   A N A L Y S I S   - S C A L E   (A L P H A)

		Mean	STD Dev	Cases
1.	SC_RELAT	3.0800	.9967	25.0
2.	SC_HELP	3.0800	1.1150	25.0

N of Cases = 25.0

Item Variances	Mean	Minimum	Maximum	Range	Max/Min
Variance					
	1.1183	.9933	1.2433	.2500	1.2517

.0312

Reliability Coefficients   2 items

Alpha =   .8973   Standardized item alpha =   .9004

RELAIBILITY TESTING-TASK SPECIFIC SELF ESTEEM

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S   - S C A L E   (A L P H A)

		Mean	STD Dev	Cases
1.	TS_CO_W	3.6000	.7638	25.0
2.	TS_TECH	3.0800	.4933	25.0
3.	TS_KNOW	3.3200	.5568	25.0
4.	TS_C_HAN	3.1200	.7257	25.0

N of Cases = 25.0

Item Variances Variance	Mean	Minimum	Maximum	Range	Max/Min
.0271	.4158	.2433	.5833	.3400	2.3973

Reliability Coefficients   4 items

Alpha =   .6202   Standardized item alpha =   .6437