

2021

Hospitality Industry Employee Turnover

Ericka Dolores Willie
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Business Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Ericka D. Willie

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Craig Martin, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Michael Lavelle, Committee Member, Doctor of Business Administration Faculty

Dr. Richard Johnson, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2021

Abstract

Hospitality Industry Employee Turnover

by

Ericka D. Willie

MPA, University of the Virgin Islands, 2015

BS, University of the Virgin Islands, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2021

Abstract

Employee turnover is detrimental to organizational performance, productivity, and profitability. Decreasing employee turnover is important for hospitality leaders to increase employee productivity, raise customer satisfaction and increase organizational profits. Grounded in Herzberg's motivation-hygiene theory, the purpose of this quantitative correlational study was to examine the relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. The participants were 100 employees who worked in the hospitality industry on the island of St. Croix. The Employee Turnover Survey was the instrument used in this study and was conducted via Survey Monkey. The results of the multiple linear regression analysis were statistically significant, $F(3, 96) = 9.08, p < .001, (R^2) = 0.22$. The three predictor variables, employee perceptions of working experience, supervisory practices, and employee compensation, made a statistically significant contribution to the model. A key recommendation is for hospitality leaders to implement policies and strategies to retain skilled workers. The implications for positive social change include the potential to provide hospitality leaders with a foundation for future research on employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover.

Hospitality Industry Employee Turnover

by

Ericka D. Willie

MPA, University of the Virgin Islands, 2015

BS, University of the Virgin Islands, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2021

Dedication

I would like to dedicate this work to God Almighty, who I relied upon to give me the strength and knowledge to complete this educational journey, and to my amazing grandmother Christalia Bess (deceased), who always instilled within me that education is the key to success. To my mother, Dolores Bess, thank you for always pushing me to achieve any goal I set forward to accomplish. You are and will always be my biggest inspiration. To my siblings, Erick Willie and Terique Riviere, thank you for your continued support and motivation. To my spouse, Lionel Williams Jr., and my children, thank you for your unwavering support, and I hope I have made you all proud. I would not be the person I am today without this strong family foundation.

Acknowledgments

I would like to gratefully acknowledge my chair Dr. Craig Martin and second committee member Dr. Michael Lavelle for their leadership and guidance throughout this doctoral journey. Dr. Mike, your feedback challenged me to improve my research and writing. Thank you both for your endless support and understanding throughout this journey. I also want to thank all the participants who willingly helped me complete the collection of data for my study. Finally, I would like to thank my family and friends for their love, support, and understanding.

Table of Contents

List of Tables	v
List of Figures	vi
Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement.....	2
Purpose Statement.....	2
Nature of the Study	3
Research Question.....	5
Hypotheses	5
Theoretical Framework.....	5
Operational Definitions.....	6
Assumptions, Limitations, and Delimitations.....	6
Assumptions.....	7
Limitations	8
Delimitations.....	8
Significance of the Study	9
Value to the Business.....	9
Contribution to Business Practice.....	10
Implications for Social Change.....	10
A Review of the Professional and Academic Literature.....	11
Herzberg's Motivation-Hygiene Theory	12

Past studies utilizing the Two-Factor Theory	27
Alternative Theories.....	30
The Price and Mueller 1981 and 1986 Turnover Models	32
History of the Hospitality Industry	33
Understanding Employee Turnover.....	37
Factors Contributing to High Employee Turnover	44
Transition	49
Section 2: The Project.....	50
Purpose Statement.....	50
Role of the Researcher	50
Participants.....	52
Research Method and Design	52
Research Method	53
Research Design.....	54
Population and Sampling	55
Ethical Research.....	58
Data Collection Instruments	60
Data Collection Technique	64
Data Analysis	66
Statistical Analysis.....	66
Assumptions.....	68
Measurement Error	68

Normality.....	68
Linearity.....	69
Multicollinearity.....	69
Homoscedasticity.....	69
Violation of Assumptions.....	70
Software Data.....	70
Study Validity.....	71
Internal Validity.....	71
External Validity.....	73
Transition and Summary.....	73
Section 3: Application to Professional Practice and Implications for Change.....	75
Introduction.....	75
Presentation of the Findings.....	75
Descriptive Statistics.....	75
Pearson Product-moment Correlation Coefficient.....	87
Inferential Results.....	88
Applications to Professional Practice.....	93
Implications for Social Change.....	94
Recommendations for Action.....	96
Recommendations for Further Research.....	97
Reflections.....	98
Conclusion.....	98

References.....	100
Appendix A: Employee Turnover Survey	132
Appendix B: Permission to use Employee Turnover Survey	135
Appendix C: Invitation to Participate in a Research.....	136
Appendix D: Human Research Certificate of Completion	137

List of Tables

Table 1. Sources in Literature Review.....	12
Table 2. Descriptive Statistics.....	77
Table 3. Sources in Literature Review.....	77
Table 4. Frequency Distributions of Hospitality Employee's by Age.....	79
Table 5. Pearson Product-Moment Correlation Coefficients Between Predictor Variables and Employee Turnover	88
Table 6. Regression Analysis Summary for Predictor Variables and Employee Turnover.....	89

List of Figures

Figure 1. Power as a function of sample size.....	57
Figure 2. Hospitality participants' gender distribution ($N = 100$)	78
Figure 3. Hospitality participants' age distribution ($N = 100$)	79
Figure 4. Histogram representing employee perceptions of work experience responses ..	80
Figure 5. Histogram representing employee compensation responses	81
Figure 6. Histogram representing the company	82
Figure 7. Histogram representing supervisor practices.....	83
Figure 8. Most common reasons why individual leave the hospitality industry	85
Figure 9. A graph representing the reasons why the participants might have stayed with the company	86

Section 1: Foundation of the Study

Employee turnover can have an impact on the success of agencies. The turnover of high-performing workers is costly for any agency, and the increase in expenditures will influence the agency's financial stability (Voigt & Hirst, 2015). Therefore, understanding the causes of employee turnover is critical for organizational leaders to help reduce turnover. Focusing on how to keep employees is imperative to managers' ability to create a stable and loyal workforce (Alolayan & Saidi, 2015). Organizational leaders who are knowledgeable about factors that influence employee turnover can help reduce turnover. The purpose of this quantitative correlational study was to examine the relationship between employee perceptions of work experience, supervisory practices, employee compensation and employee turnover.

Background of the Problem

High employee turnover rates often lead to business failure, an unmotivated workforce, and a lack of attractiveness to skilled workers in the hospitality industry (Surji, 2015). If organizations have a high turnover relative to competitors, the employees in the industry may have a shorter average tenure than those of other organizations in the same sector (Swarbalatha & Prasanna, 2014). High employee turnover can harm an industry's productivity when skilled workers leave, and the employee population contains a high percentage of novice workers (Utoro & Gustomo, 2014). Hospitality leaders need strategies and policies to maintain an adequate workforce. Organizational leaders need help to improve employee engagement, motivation, and reduce employee turnover in the industry (Marshall, Mottier, & Lewis, 2016).

Employee turnover has been found to cost organizations more than \$25 billion a year (Bureau of Labor Statistics, 2014). Chang, Wang, and Huang (2013) stated that other findings resulted from a narrow focus, omitting an address of the immediate and long-term consequences of employee attrition. Determining the principal reasons hospitality employees leave their positions in such great numbers is difficult. Even though researchers such as Chang et al. (2013), have examined different aspects of workplace factors involving leaders and coworkers as hospitality professionals, there is a continuing need for additional study of the various types of relationships among variables pertaining to turnover for hospitality workers. Hospitality leaders can use findings related to employee turnover to implement strategies to reduce high turnover rates in the industry.

Problem Statement

Employee turnover is detrimental to organizational performance, productivity, and profitability, leading to a loss of diverse financial and intellectual resources and assets (Okae, 2018). According to the Virgin Islands Bureau of Labor Statistics (2019), the overall annual employee turnover rate for the hospitality industry in the United States Virgin Islands from 2009 to 2018 was 6.9%, with the 2015 average being 4.2% (Virgin Islands Bureau of Labor Statistics, 2019). The general business problem is that employee turnover is detrimental to the profitability of businesses in the hospitality industry. The specific business problem was that some hospitality leaders do not know the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover.

Purpose Statement

The purpose of the quantitative correlational study was to examine the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. The independent variables are work experience, supervisory practices, and employee compensation. The dependent variable is employee turnover. The target population for the study consisted of employees in the hospitality industry on the island of St. Croix, U.S. Virgin Islands. The implications for positive social change include improved work-life experiences for employees by reducing stress and increasing earning potentials for employees who benefit from the improvement to business practices (Kumar & Chakraborty, 2013).

Nature of the Study

Three methodologies to use in research are qualitative, quantitative, and mixed-methods (Saunders, Lewis, & Thornhill, 2015). I chose a quantitative method for this study. In a quantitative research study, the researcher collects and analyzes numerical data to help draw conclusions about the relationship among variables and predictors (Albers, 2017). The quantitative method is appropriate when researchers intend to examine the relationship between variables and predictors (Saunders et al., 2015). The quantitative method was appropriate for this study because the purpose was to examine the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The qualitative method was not appropriate for the research as the purpose of qualitative methodology is to advance an in-depth understanding of observed behavior (Merriam &

Tisdell, 2016). A researcher in a qualitative study should demonstrate data analysis precisely, consistently, and exhaustively through recording, systematizing, and disclosing the methods of analysis (Nowell, Norris, White, & Moules, 2017). The qualitative method is used to explore and understand why and how the targeted participant experienced the phenomenon, which was not the case in this study. Mixed-method research collects and analyzes both quantitative and qualitative data (Snelson, 2016). Also, the mixed-method approach is time-consuming and costly. The mixed-method approach was not appropriate as it requires too much time and costs too much to be feasible for this research (Caruth, 2013). A mixed-method includes addressing different research questions in one study and strengthening the study by mitigating the inherent weaknesses of a single method (Caruth, 2013).

I have chosen the correlation design for this study. The correlational design was appropriate for the study because I examined relationships between the predictor variables and the dependent variable. The correlational design was appropriate to determine the relationship employee compensation, work experience, and supervisory practices have on employee turnover in the hospitality industry. A quasi-experimental design was not appropriate because there was no treatment or control group (Turner, Balmer, & Coverdale, 2015). Since the focus of the study was to determine a relationship between variables a correlation design was the most appropriate choice.

Research Question

What is the relationship between employee perceptions of work experience, supervisory practices, employee compensation and employee turnover in the hospitality industry?

Hypotheses

Null Hypothesis (H_0): There is no significant relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.

Alternative Hypothesis (H_1): There is a significant relationship between employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.

Theoretical Framework

The theoretical framework for the study was Herzberg's motivation-hygiene theory. In 1959, Herzberg, Mausner, and Snyderman first published and the motivation-hygiene theory. Herzberg's theory differentiates between motivation (intrinsic) and hygiene (extrinsic) factors. Motivation factors should only improve job satisfaction levels while hygiene factors reduce job dissatisfaction (Alshmemri, Shahwan-Aklm & Maude, 2017). Herzberg stated work should bring pleasure and satisfaction. Herzberg's theory revealed the roots of the real motivation for work and rooted in the factors influencing the content of the work done (Krasniqi, 2018). Motivation factors are (a) achievement, (b) recognition, (c) work experience, (d) responsibility, (e) advancement, and (f) growth. The factors provide positive satisfaction known as intrinsic conditions of the job. Hygiene

factors are (a) company policies, (b) supervisory practices, (c) salary, (d) work conditions, (e) fringe benefits, (f) job security, and (g) vacation. Lack of hygiene factors leads to dissatisfaction, which is also known as extrinsic conditions of the job (Alshmemri et al., 2017). Herzberg's motivation-hygiene theory includes factors about increased motivation and satisfaction to reduce employee turnover intentions. Hospitality leaders can use Herzberg's (1959) theory to understand the effects of employee turnover in any organizational success (Mosadeghrad & Ferdosi, 2013). The theory was relevant in determining the factors affecting employee turnover in the hospitality industry.

Operational Definitions

The following terms are specific to the topic of employee turnover in the hospitality industry. The definitions of the terms will assist readers in understanding the context of the research.

Employee compensation. Employee compensation is a primary motivator for employees and rewards for employee's performance (Kumar Das & Mohapatra, 2015).

Employee turnover. Employee turnover is measured by the number of organizational members who have left during the period being considered divided by the average number of people in the organization during the period. (Ongori, 2007).

Hospitality Industry. Hospitality Industry is a broad category of fields in the service industry which includes lodging, event planning, theme parks, transportation, cruise lines, and others in the tourism industry (Raghavendra & Nijaguna, 2015).

Hygiene factors. Hygiene is an extrinsic job factor such as policy and procedures, working conditions, salary, and supportive supervisors (Herzberg, 1976).

Motivator factors. Intrinsic factors impact workers' performance and job satisfaction, such as achievement, job interest, promotion potential, recognition, and growth (Sankar, 2015).

Supervisory practices. Supervisory practices are the behaviors and strategies utilized by supervisors to motivate and retain employees (Alfayad & Arif, 2017).

Turnover intention. Belete (2018) defined turnover intention as an employee's thoughts or plan to exit an organization.

Work experience. Work experience is any experience that a person gains while working in a specific field or occupation (Dwesini, 2019).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions represent information in the study researchers may deem to be true; however, no verification process exists to confirm the information (Waller, Hockin, & Smith, 2017). The first assumption was that participants would be truthful in their responses. The second assumption focuses on the participants' ability to put personal biases aside and respond objectively to the survey. The experiences, values, and morals of participants may differ from other individuals and this would complicate the findings. The third assumption was that my choice of questionnaires for data collection provided the best method to acquire information on the perceived reasons individuals may choose, or have chosen, to leave their chosen career paths in the hospitality industry.

Limitations

Limitations are the inability to control thoroughly all variables creating data validity risks (Bryman & Bell, 2015). Limitations are factors beyond a researcher's control. Limitations create weaknesses in a study (Horga, Kaur, & Peterson, 2015). In the quantitative correlational study, there was one limitation, which was the sample size of participants, which represents within statistical range the mean of the population. The research population consisted of employees in the hospitality industry on the island of St. Croix, U.S. Virgin Islands. Another limitation was considering the voluntary status of participants. Because participants may withdraw or change employers at any time, participants who completed the study might not have been truly representative of the complete population.

Delimitations

Delimitations are characteristics in a study the researcher controls to determine the parameters or bounds of the study (Lo, 2016). The first delimitation was the geographical location of the population in St. Croix, U.S. Virgin Islands, to provide researcher convenience. The use of hospitality employees in St. Croix, U.S. Virgin Islands could potentially restrict the generalizability of the results. The results of the study might not apply to hospitality employees outside of St. Croix. The second delimitation was hospitality employees who are in leadership positions will not participate in the research study.

Significance of the Study

This section covers three areas of the study: (a) value to the business, (b) contribution to the business practice, and (c) implications for social change. Business leaders and human resources personnel can develop retention policies and strategies commensurate with increases in human capital assets. According to Holston (2017), understanding the policies and strategies hospitality leaders are implementing in their practices results in insights about successful and effective methods to retain employees, while potentially reducing the costs associated with employee turnover, safeguarding the organization's operational efficiency, and sustaining competitiveness in the market.

Value to the Business

High turnover rates can harm employees and the hospitality industry. The results from the study may provide leaders in the hospitality industry with data to create strategic plans to diminish employee turnover rates while increasing profitability. Understanding the importance of employee turnover and bringing awareness to the issue are two main contributing factors. Leaders in the hospitality industry need to be aware of the contributing factors because the factors could potentially improve the workforce in the organization.

Contribution to Business Practice

The study may equip hospitality leaders with ways to reduce employee turnover. The findings may help leaders to become aware of strategies to implement to help employees engage at a high level. The results of the study can help leaders build the necessary relationships to improve the overall climate and culture of a workplace. For

example, implementing a mentoring program and recognizing employees work have been identified as successful retention strategies (Chen, 2010). By conducting the study, I helped contribute to business practice by providing hospitality leaders with turnover policies and strategies to use in business processes to retain skilled hospitality employees. Business leaders should retain their employees to increase their business profit margin and productivity within the organization (Buckingham & Coffman, 2007). Hospitality leaders need to understand the policies and strategies to implement in business practices. Understanding policies and strategies can help hospitality leaders reduce the costs associated with employee turnover and can sustain competitiveness in the market. Leaders can use the results from this study to evaluate the effectiveness of the current employee turnover policies and strategies to retain their workers.

Implications for Social Change

Implications for positive social change include identifying new policies, and strategies; and decreasing employee turnover in the hospitality industry (William & Glisson, 2015). Decreasing employee turnover could lead to increased success within the hospitality industry, which might positively influence productivity, raise customer satisfaction, and ultimately increase organizational profits. The information from the study might contribute to positive social change by modifying the employer's view of employees, which might increase the quality of employees' work life (Watty-Benjamin & Udechukwu, 2015). Scholars might be able to use the results of the study to gain a broader perspective and gain a better understanding of the research topic.

A Review of the Professional and Academic Literature

In the literature review, I examine research findings on the impact of employee turnover on the hospitality industry. I review the literature incorporating factors relating to employee turnover rates in the hospitality industry. Understanding the factors influencing employee turnover is critical for organizational leaders (Trevor & Brown, 2015). The literature review contains current research primarily from peer-reviewed journal articles, nonpeer-reviewed journal articles, seminal works, and scholarly books published within the past 5 years. The review of the academic and professional literature includes a discussion of theories, rival theories, and the factors affecting employee turnover rate. The literature review begun with a discussion of the theoretical framework. I presented a review of literature on various themes including the history of the hospitality industry, understanding employee turnover, the negative effect of employee turnover in the hospitality industry, and factors contributing to high employee turnover in the hospitality industry to reduce employee turnover. The theoretical framework, theories addressing employee turnover, and the consequences of employee turnover on businesses, are relevant to the research. The review ends with a transition to the next section. To conduct the literature review, I used the following databases: Academic Search Complete, Business Source Complete, Emerald Insight, and ProQuest Central through Walden University Library. Also, I used the Google Scholar search engine. I used the following keywords and phrases when searching: *hygiene factors, motivator factors, Herzberg's motivation-hygiene theory, employee turnover, employee compensation, and hospitality industry*. The literature review includes 216 resources,

with 85% published in the last 5 years, and 96% are peer-reviewed. See Table 1 for a summary of the source materials.

Table 1

Sources in Literature Review

Sources of content	Total sources	Peer-reviewed sources published within 5 years	Peer-reviewed sources published beyond 5 years	% of peer-reviewed articles and government sources within 5 years
Articles	213	183	30	
Books	3	2	1	
Government sources	5	3	2	
Total	221	188	33	86%

Herzberg's Motivation-Hygiene Theory

The theory applied to support the study was the Herzberg motivation-hygiene theory (1959). To understand employees' behavior at work, leaders must be aware of the concept of employee needs and/or what motivates employees to act. Content theorists assume various needs motivate the actions of individuals (Osabiya, 2015). Alderfer (1969), Herzberg et al. (1959), Maslow (1943), and McClelland (1995) were famous theorists. However, I focused on Herzberg's motivation theory.

Frederick Herzberg proposed the theory and focus on the effect of internal and external factors on job satisfaction as fundamental human needs. Herzberg (1959) conducted a study in Pittsburgh using 200 engineers and accountants to explore factors contributing to employee job satisfaction and motivation toward employment. The engineers and accountants described job experiences as to whether it was extremely bad

or exceptionally good and their feelings on their experiences. The responses about good feelings are job content known as motivators. The responses about bad feelings are job context known as the hygiene factor. The main purpose of Herzberg's theory was to show certain factors contributing to positive attitudes toward work and other factors contributing to negative attitudes towards work (Alshmemri et al., 2017). Herzberg (1959) coined job satisfying characteristics and job dissatisfying characteristics as motivators and hygiene factors. Herzberg (1959) identified the following motivational constructs affecting employees' motivation and job satisfaction: (a) achievement, (b) responsibility, (c) employees' perception, (d) career advancement, (e) recognition, and (f) growth and promotional opportunities.

Herzberg (1965b) replicated the original study in 1965 with 139 lower-level supervisors representing various industries in Finland. Herzberg (1959) findings supported the original findings and provided cross-cultural validation of the two-factor theory. Herzberg (1965a) also documented a subsequent study of job motivation in Russia, then the Union of Soviet Socialist Republics, conducted by representatives of the Sociological Research Laboratory at the University of Leningrad. The researchers sampled 2,665 workers employed in a variety of heavy and light industries located in the city of Leningrad. The researchers found mostly effective and important attitudinal factor for an effective job was satisfaction with the kind of work performed (Herzberg, 1965a). The conclusion reflected Herzberg et al.'s (1959) original identification of the work itself being a motivational factor.

A significant point from Herzberg et al.'s (1959) research was the perception of motivators and hygiene factors as two contrasting factors affecting different areas of job satisfaction. Herzberg (1966) discussed the hygiene factors preventing dissatisfaction, but not leading to satisfaction. The hygiene factors were mainly interferences in the workplace (Lazaroiu, 2015). Hygiene factors were necessary only to avoid bad feelings at work. Hygiene factors could not motivate and, when used to achieve the goal, could produce negative effects long term (Herzberg, 1966). A hygienic environment prevents discontent with a job.

Motivation factors. Motivational needs work collaboratively with the nature of the work itself. The factors leading to job satisfaction are fulfilled through individuals' need for self-actualization at work. The motivational factors assist in increasing employee job satisfaction. The factors also increase efficiency and ultimately lead to an increase in organizational success and effectiveness (Chu & Kuo, 2015). To effectively motivate employees, leaders must invest the time to understand what motivates their staff members. According to Baumeister (2016), motivation is the process of influencing individuals to behave in a manner to achieve outcomes or objectives. Additionally, motivation is the willingness to do something conditioned upon the action's ability to satisfy some need for the individual. To motivate employees, leaders must seek to identify and satisfy the needs of employees and utilize the employee's talent in ways to help achieve satisfaction (Jensen, 2018).

Motivation plays a significant role in human behavior and performance, which affects organizational performance. Every employee has a different reason for deciding to

excel at work. When managers effectively influence employee motivation, the agency also benefits. Understanding what motivates employees enables managers to customize and develop plans of motivation to help drive employee performance and organizational success (Jensen, 2018). Managers must invest the time to learn which factors impact employees. Managers can also influence employees' motivation by appealing to staff members' needs for achievement.

Achievements. Positive achievement includes achieving a specific success, such as completing a difficult task on time, solving a job-related problem, or seeing positive results of one's work. In the workplace, employee achievement significantly influences job satisfaction (Hur, 2017). Employers should consider implementing programs to facilitate staff accomplishments. Well-trained staff members have the skill set to make significant contributions to the organization while feeling more empowered. Employee turnover decreases when workers feel a sense of achievement and accomplishment (Hur, 2017). Employees gain a sense of achievement from within; however, managers can use recognition and awards to motivate staff.

Employee perceptions of work experience. Numerous aspects of a job influence employees' work experiences such as employee turnover. Employees' job environment significantly affects how employees perceive work. Leaders who create a conducive job environment for their employees encourage them to come to work and inspire them throughout the day. The work environment plays a central role in whether a worker resolves to continue working in an organization or to leave (Dwesini, 2019). According to Amzat, Don, Fauzee, Hussin, and Raman (2017), the responsibility and working

conditions for teachers in Malaysia were shown influence a positive work experience for employees to increase job satisfaction and performance and reduce employee turnover. Moreover, managers should consider the personal growth of high-performing team members, because a lack of personal growth leads to a reduction in employee performance (Amzat et al., 2017).

Leaders are obligated to provide opportunities to motivate staff and improve employee job satisfaction. Staff members have motivational maps, which managers must learn to navigate to understand what influences employees' performance (Gaiuanu, 2016). Factors influencing employee performance include the organizational atmosphere and managerial behavior. These factors tend to have a positive impact on employee performance, commitment, and motivation. Additionally, managers and supervisors showing staff appreciation, providing feedback, and setting clear goals and expectations positively affect employee job satisfaction and organizational commitment, and reduce employee turnover (You & Conley, 2015). Managers and supervisors who are supportive have a positive impact on employees. One-way leaders could help create better work experiences for staff is by gaining insight into the factors leading to employee job satisfaction. Thibodeaux, Labat, Lee, and Labat (2015) examined the relationship between principals' leadership behaviors and teachers' intent to leave. The researchers found a lack in principal leadership and administrative support, teacher workload, and excessive paperwork negatively impact teachers' intent to leave. Leadership support is imperative to help employees cope with demanding job responsibilities and challenging work experiences. Employee perceptions of leadership practices, including behavior have

an impact on staff. Business managers should provide employees with an environment where work corresponds to aspirations and autonomy (Matsuo, 2015).

The seasonality of the hospitality industry could affect turnover. Work experience, which could represent a source of workplace stress, may lead to negative outcomes, including turnover (Arnoux-Nicolas, Sovet, Lhotellier, Fabio, & Bernaud, 2016). The effects of organizational enthusiasm and stimulating jobs on employee turnover are quadratic (Mohsin, Lengler, & Auguzzoli, 2015; Mohsin, Lengler, & Kumar, 2013). A fun workplace could lead to employees feeling more attached to the workplace and make them want to stay.

Career advancement. A job should give an employee a sense of achievement. Achievement will provide a proud feeling of having done something difficult but worthwhile. The cost of leaving an organization is high, absence or lack of career advancement opportunities can trigger an employee to quit (Umar, Shamsudin, Subramaniam, & Johari, 2015). People who have successfully established their careers and continue to receive more career opportunities from their employers tend to have fewer reasons to leave the organization (Umar et al., 2013). A hospitality organization should be committed to leadership, self-opportunity, and creative self-efficacy to improve retention rates or lower turnover rates (Wang et al., 2014). According to Mapelu & Jumah (2015), the acquisition of new knowledge, training, and career advancement opportunities within the hospitality industry could lead to the types of commitment associated with lower employee turnover.

Employees especially the millennial tend to pursue career growth. Millennials tend to leave the organization more often especially when millennials find the opportunity for career growth and advancement is presented (Biswakarma, 2016). Employees who lack in development of their career in an organization tend to leave the organization and search for better opportunities (Biswakarma, 2016). Lack of career advancement opportunities inside the organization and perceived career opportunities outside the organization can increase employee turnover. If career advancement opportunity is mishandled, it leads to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turnover (Belete, 2018). Employees stay with the hospitality industry if the employee perceive there is enough support from management. Employees stay with the industry if employees feel a sense of contentment or a sense of pride about the organization, and if social relationships appear to be fulfilling, rewarding, and stable (Venkataramani, Labianca, and Grosser, 2015).

Recognition. A job should provide an employee with praise and recognition of their successes. Positive recognition happens when employees receive praise or rewards for reaching specific goals at the job, or when employees produce high-quality work (Alshmemri et al., 2017). Leaders demonstrate positive recognition when commending employees or giving rewards, whereas behaviors such as condemning or criticizing workers entail negative recognition. Employees want to feel appreciated by leaders, not abused. Recognizing employees for a job well-done is a strategic way for employers to decrease employee turnover. Showing employee's appreciation through recognition is a compelling yet cost-effective way for supervisors to encourage high performance and

organizational commitment (Shonubi, Abdullah, Hashim, & Ab Hamid, 2017). A manager spending large amounts of money is not a prerequisite for recognizing employees. However, the failure to acknowledge employee efforts in the workplace can lead to employee turnover (Vijayakumar & Saxena, 2015). Recognition is no cost at all, and it prevents employee turnover.

Growth and promotional opportunities. Promotion opportunities should exist for employees. Growth and promotional opportunities are critical factors to help motivate employees to increase job performance (Gkorezis & Petridou, 2015). Promotional/advancement opportunities positively affect the private employee's psychological empowerment Gkorezis and Petridou (2015). Promotional/advancement opportunity is a significant factor for many employees to remain committed with the organization and be satisfied with the career choice. As a result, managers must increase employees' promotional/advancement opportunities to increase their commitment, satisfaction, and job performance. Promotional/advancement is also the source of employee emotional exhaustion (Jung & Yoon, 2015). Employees feel stressed to achieve job promotion, which turns to employee feeling burnout which affects employee commitment and employee turnover. Fair pay can enhance employee work engagement and reduce withdrawal behaviors (Jung & Yoon, 2015).

Hygiene factors. Hygiene factors are conditions surrounding the doing of the job or the workplace. The hygiene factors are extrinsic to the job, and lead to preventing job dissatisfaction because hygiene factors react to the environment and workplace for the need to avoid unpleasantness. Hygiene factors reduce the level of job dissatisfaction.

Hygiene factors operate to decrease the job dissatisfaction of the employees. According to Herzberg et al., (1959), the hygiene factors are (a) job security, (b) compensation, (c) working conditions, (d) company policies, (e) supervision, and (f) interpersonal relations.

The hygienic factors create satisfaction by fulfilling the individual's needs for meaning and personal growth. A leader should know how to engage his employees to get them to perform at their best in the organization. By recognizing and rewarding employees completing certain stages of their career (Badubi, 2017). When employees need is truly satisfied, people are more inclined to be motivated. Meeting the hygiene needs of staff is a tool to avoid dissatisfaction and weak job performance in the workplace. Implementing supervisor training to enhance relationships between managers and employees is important (Herzberg et al., 1959). Existing literature refers to it as Herzberg's theory, the two-factor theory, and the motivation-hygiene theory.

Job security. Employees should feel their job is secure and are not under the constant threat of being laid-off. Job security comprises situations in which employees feel a sense of stability as it relates to continuous employment (Herzberg et al., 1959). Working for an organization or in an industry in which employment is uncertain threatens the job security of staff. Not having a steady stream of income can be worrisome for individuals. According to Raza, Akhtar, Husnain, and Akhtar (2015) employers in various organizations in Pakistan realized job security positively influences employee job satisfaction and reduces employee turnover. Without job security, living a stable life can become a major challenge for employees.

Rigotti, Mohr, and Isaksson (2015) examined whether the relationship between job insecurity and work-related attitudes and health impairment is valid across gender for employees working on temporary contracts using data from seven countries in Europe (N=1981). Results of t-test indicated no significant gender differences regarding the primary variables. Male and female temporary employees perceived and experiences the effects of job insecurity the same way. However, the extent to which individuals' perceived potential for job loss affects their job satisfaction may depend on the assessment of their chances of getting another job.

Employee compensation. Compensation plays a vital role in attracting employees. Moreover, it enhances an employee's organizational commitment and ensures employee retention. Compensation is critical in contractual and implied agreements between the employer and the employee (Dhanpat, Modau, Lugisani, MaboJane, & Phiri, 2018). Compensation is an important feature in Human Resource Management. The compensation system offered by an organization to the employee plays a vital role in the performance and turnover intention in the organization (Siddiqui, 2018). Compensation is one of the crucial aspects of attracting the capable pool of the candidates and keeping talent in the organization. Compensation may include non-cash assets such as a car, housing paid by the company, company benefits, and stock options (Siddiqui, 2018). One of the critical factors of employee turnover is a lower salary. When employees receive a lower salary and insufficient financial rewards, employees tend to stay no longer with the organization (Al Mamun & Hasan, 2017). Job dissatisfaction is a result of poor pay scale procedure, leading to employees leaving their job.

The effects of job security, earnings, and organizational loyalty on turnover correlate with one another (Mohsin, Lengler, & Aguzzoli, 2015). Mohsin et al. (2015) used a new approach to understand staff turnover in the hospitality industry. Mohsin et al. (2015) explored the quadratic and linear relationships between the intention to leave one's job and their antecedents. Mohsin et al. gathered data from a sample of 884 hospitality staff members in India. The effects of organization enthusiasm and stimulating job experiences on employee turnover were quadratic. Management is truly responsible for keeping staff from leaving the organization. Nonetheless, it is critical to understand the factors leading to employee turnover because reasons may not be straightforward. Organizations must ensure the staff remains satisfied, productive, and willing to stay (Mohsin et al., 2015).

Allen, Shore, and Griffeth (2003) discussed the comparison in terms of compensation of each employee to differentiate themselves from another employee for the sake of attracting and retaining the talented employee and quality workforce. Hence, an organization should adopt the strategy to attract the capable pool of employees, retain the competent employee and maintain the equity among the employee in the organization. According to Siddiqui (2018), an organization can only be successful through its compensation policies, it should include competitiveness, market-related pay, and benefits because it motivates an employee and plays a role of positive reinforcement to retain employees in the organization and greater organizational commitment.

Pohler and Schmidt (2015) also examined the relationship between financial incentives and employee turnover. Pohler and Schmidt evaluated the effects of

managerial pay-for-performance on the turnover of employees in non-management positions, using the agency and equity theory. Pohler and Schmidt (2015) proposed an alternative approach, stating the managerial pay-for-performance policies might negatively affect the relationship between employees and management, leading to a high employee turnover rate. Pohler and Schmidt stated the reveal of trends depended on HR practices trained managers to treat employees well. Pay-for-performance could lead to high employee turnover from the strain applied to the relationship between the manager and the managed. Based on the findings Pohler and Schmidt supported previous literature assertions stating pay could affect employee outcomes such as job satisfaction. Other than pay, institutional factors such as opportunities for advancement and promotions, the existence of work-group cohesion, effective and supportive leadership, and satisfactory compensation could influence turnover (Qiu, Haobin Ye, Hung, & York, 2015).

Perceptions of selection and compensation practices could significantly affect employee turnover among frontline employees (Santhanam, Kamalanabhan, & Dyaram, 2015). Santhanam et al. (2015) evaluated the effects of frontline employees' perceptions of human resource practices on their employee turnover. Human resource practices ranged from recruitment to selection, training, promotion opportunities, performance appraisal, feedback processes, and pay. Santhanam, et al. (2015) presented a turnover-intention model to evaluate whether the variable of organizational identification mediated the possible relationship between perceptions of HR practices and employee turnover using hierarchical linear regression analysis. The findings from Santhanam, Kamalanabhan, and Dyaram indicated among HR practices, perceptions about selection

and compensation practices could significantly affect employee turnover among frontline employees. Moreover, organizational identification could moderate the effects of perceived selection practices on employees' turnover.

Many factors played a role in hospitality employee turnover, many of which the organization cannot control, such as an employee's unrealistic expectations (Xiong, Wang, & Li, 2018). Employees may expect working in the hospitality industry would be more glamorous. However, when faced with disappointment, the employee may seek employment in a different industry. Personal factors such as a desire to learn new skills or change in family situation affects hospitality employees' turnover. However, organizational leaders may be able to address aspects of employee compensation, which Xiong et al., (2018) cited as another major factor contributing to turnover. Employees reported not having any choice or control over the work schedule, and only 26% of respondents all in management reported compensation was adequate for the work done. If hospitality organizations address the factors of compensation and flexibility, the industry may be able to mitigate other factors.

Compensation and rewards were an essential practice which mitigates frontline employee's turnover (Babakus, Yavas, & Kaatepe 2017). Organizations must encourage the development and management of a performance system to avoid favoritism (Babakus, et al., 2017). If frontline employees feel valued, the employees will develop an emotional bond with the organization and remain (Babakus et al., 2017). Since frontline employees serve as a critical link between an organization's internal operations and external

customers, employees are crucial in implementing strategies of the organization (Babakus et al., 2017).

Working conditions. The working conditions should be safe and safe for every employee. Herzberg et al. (1959) defined working conditions as the physical surroundings and environment, workload, location, air quality and equipment available for a job. Based on the industry and organization the employee is in, the working condition experience may be different. All leaders need to understand the impact working conditions have employees and use the knowledge to create an effective environment for each employee.

Jayaweera (2015) examined the relationship between environmental work factors and job performance and motivation for hotel staff in England. The hotel workers contended with extreme working conditions. The employees had to deal with heat, humidity, noise, smell, and dust. Jayaweera (2015) found an undesirable physical work environment harms job performance. Work motivation mediates the relationship between working conditions and job performance (Jayaweera, 2015).

Company policy. Various company policies exist in organizations, which can influence employees' attitudes, job satisfaction, performance, and motivation. Company policies have the worst impact as it relates to influencing negative attitudes amongst workers. The perception of having a fair chance for promotion and advancement is important to employees. Similarly, Muslim, Dean, and Cohen (2016) found company policies to harm employee motivation and employee turnover for workers of an

electricity provider in Malaysia. Creating organizational strategies comprise of factors positively impact employees is important for managers.

Supervision. Supervision should be fair and appropriate. Herzberg et al. (1959) connected supervision to employees' perspectives about their relationships with supervisors. Managers' behavior influences how team members feel about supervision. Supervision is associated with the competence or incompetence, and fairness or unfairness of the supervisor or supervision. The supervisor has the willingness to delegate responsibility or to teach, fairness and job knowledge. Poor leadership or management may increase employee turnover rates in the workplace. Alfayad and Arif (2017) discussed employees in one of the largest organizations in a developing country like Jordan, supportive supervision and having a voice has a positive influence on job satisfaction and reduce employee turnover.

Interpersonal relationships. Interpersonal relationships are limited to the personal and working relationships between the worker and her/his superiors, subordinates and peers. Herzberg et al. (1959) categorized interpersonal relationships, more specifically between managers, direct reports, and colleagues as a hygiene factor, which does not cause satisfaction but instead results in no dissatisfaction and short-term motivation for employees. Having a good support system at work helps employees overcome stressful situations on the job. Focusing on creating effective interpersonal relationships can decrease employee turnover (Razip & Maulabaksh, 2015). Employees need to be able to vent to other employees and receive insight and feedback on how to move forward (Alshmemri et al., 2017).

Past Studies Using Two-Factor Theory

The two-factor theory continued to gain popularity in the mid-1900s. Maidani (1991) retested the two-factor theory using a questionnaire instead of the critical incident technique Herzberg et al. (1959) used in the original study. Studying 350 private and public sector employees, Maidani attempted to determine whether using a questionnaire would yield the same results as those of Herzberg et al. (1959). Maidani discussed both the motivator and hygiene factors were sources of satisfaction and not dissatisfaction. One finding reversed Herzberg et al.'s (1959) study which stated the hygiene factors were sources of dissatisfaction rather than satisfaction. However, Maidani's study did support the two-factor theory, motivators are sources of satisfaction. Despite differences in Maidani's findings, the basic tenets of the two-factor theory can help leaders to identify motivational factors providing job satisfaction and hygiene factors preventing job dissatisfaction. Leaders can then use the information to identify strategies for achieving low rates of employee turnover in the hotel industry.

Since the introduction of Herzberg's (1959) two-factor theory, scholars have tested the model to investigate the relevance of each factor in different contexts such as industry and culture. Sankar (2015) examined the impact of hygiene factors on employee retention and job satisfaction in the paper industry and found there is a positive relationship between hygiene factors, job satisfaction, and employee retention. Alternatively, Fareed and Jan (2016) assessed the influence on motivational and hygiene factors on bank employees in Khyber Pakhtunkhwa, Pakistan. The researcher found hygiene factors to have a significant impact on employee turnover and job satisfaction.

On the other hand, Fareed and Jan found Herzberg's motivators have no significant impact on job satisfaction.

Various factors influence why employees rate the importance of motivational and hygiene factors differently. For example, Issa Eid (2016) examined which motivation-hygiene factors have the most significant influence on employee turnover in Romania. According to Issa Eid (2016), the work itself was the most influential factor, whereas salary has the least impact. Furthermore, Issa Eid performed a *t*-test to identify existing differences between men and women regarding job satisfaction. The *t*-test revealed while gender has no impact on overall job satisfaction, significant differences exist when using salary as a motivator. Herzberg (1959) developed a model to prove motivation is a significant factor in employee performance however, the impact may vary slightly or significantly from one person to another.

As a hygiene factor, employee compensation could have a significant impact on employee job satisfaction, employee turnover, and work performance. Pay has no considerable influence on employee turnover and is more of a job dissatisfier than job satisfier (Herzberg et al., 1959). Conversely, organizations have dedicated departments working to determine pay structures to acquire and retain talent. Competitive compensation is a major advantage for organization. Sarmad, Ajmal, Shamim, Saleh, and Malik (2016) examined the impact of compensation on employee turnover rate. The findings include compensation positively affects motivation and employee turnover.

Investigating the impact of hygiene-motivator factors in the workplace helped researchers understand the importance of incorporating organizational programs to drive

employee motivation. According to Herzberg et al., (1959), the presence of motivational factors can produce job satisfaction, however, their absence leads to no job satisfaction. Consequently, poor hygiene factors can cause job dissatisfaction, while better hygiene factors can reduce dissatisfaction but cannot cause job satisfaction (Herzberg et., 1959). According to Herzberg (1966), when an employee satisfaction need is high, dissatisfaction diminishes, preventing poor performance; nevertheless, only satisfaction of motivation factors can lead to improved productivity.

An employee's attitude can affect an employee's work performance. Herzberg stated favorable attitudes lead to better work performance compared to unfavorable attitudes toward the company. Negative attitudes toward the company can also lead to psychological withdrawal from the job (Herzberg et al., 1959). Job satisfaction is vital in ensuring loyalty in your organization. Herzberg's theory presented two different continuums from satisfaction to no-satisfaction and from no-dissatisfaction to dissatisfaction to segregate the elements responsible for satisfaction and dissatisfaction of employees at work (Habib, Awan, & Sahibzada, 2017).

Herzberg stated satisfying the hygiene factor was inadequate to improve productivity. The theory supports the concept of improving employee satisfaction and motivation level in an organization (Jensen, 2018). Business leaders have the right to determine what motivates each employee because no two employees are the same. Employees are motivated differently. Business leaders should know their employees and engage the employee's in meaningful ways to motivate and satisfy the employees work performance.

Alternative Theories

I used the Herzberg's motivation-hygiene theory to determine and understand employee turnover decisions in organizations. Organizations were increasingly applying Herzberg's theory to create opportunities for personal growth, enrichment, and recognition among their employees. Herzberg's theory created potential solutions to employee turnover. Mitigation of factors contributing to employee turnover and prevention of factors leading to turnover are separate concepts. Dissatisfaction and satisfaction factors are separate concepts as well. The two-factor theory explained how to recruit and retain professional personnel at a multinational marketing company (Christeen, 2015). Fortunately, the results corresponded with the two-factor theory, which were the hygiene factors do influence turnover (Herzberg et al., 1959). Based on the findings from Herzberg's (1966) research, work itself could affect employees' job satisfaction. According to Lee and Chen (2013), turnover among employees utilizing the two-factor theory as the frame of reference and reported utilizing the hygiene needs of the employees could lower turnover rates.

The two-factor theory has attracted many criticisms. One of the main criticisms was Herzberg et al.'s (1959) use of the critical incident technique. Some researchers questioned the use of the critical incident method because of a reliance on respondents' memory and personal testimony. Another main criticism of the two-factor theory was ambiguity (Tuch and Hornbaek, 2015). According to Tuch and Hornbaek (2015), several versions of the theory exist in the literature and differ in the explanations of the relation between the factors causing satisfaction and dissatisfaction. Regardless of all the

criticisms, Matei and Abrudan (2016) agreed with the premises of the two-factor theory. The theory is valid only in the cultural environment. The employee turnover rate level is very high in the hospitality industry. Researchers have shown several theories providing a foundational understanding as to why employee turnover happens especially in the hospitality industry.

Model of voluntary turnover. The Greenhaus, Collins, Singh, and Parasuraman (1997) modified model of voluntary turnover provides researchers an opportunity to examine turnover in professional accounting firms. The modified model of voluntary turnover examines four sets of potential influences on the turnover process: (a) work experiences (work overload, career development opportunities, advancement aspirations, and advancement expectations), (b) family responsibilities, (c) work-home conflict, and (d) stress (Greenhaus et al., 1997). According to Greenhaus et al. (1997), a workload which is an individual's perception of too many activities and too little time has been a predictor of both intentions to leave and actual departure. Moreover, the lack of career development opportunities might cause an employee to decide to leave. On the other hand, advancement aspirations are not strictly as work experience. Greenhaus et al. (1997) found a strong desire for promotions sustained interest to remain in the organization, potentially reflecting increased levels of commitment. The advancement expectations reduce the likelihood of leaving an organization (Greenhaus et al., 1997). Greenhaus et al. (1997) found the primary reason both men and women leave the accounting profession is related to the work experiences and work-family conflict. The decision to leave is because of stress and turnover intentions. Greenhaus et al. 1997 stated

the impact of leaving the public accounting affected and caused more impact on family rather than by the impact of family responsibilities on work. The various variables discussed in the model is vital to the study.

Price and Mueller Turnover Models

Price (1977) established a model identifying five determinants of turnover pay, integration, instrumental communication, formal communication, and centralization. Price introduced a moderator of job satisfaction and turnover, dubbed opportunity, defined as the availability of alternative employment in the environment. Some shortcomings emerged following the testing of the Price model. As a result, in 1981 Price and Mueller revised and expanded the earlier model. According to the Price and Mueller (1981) model, repetitive work reduces satisfaction. However, workers are more likely to be satisfied with work when the workers are participating in job-related decisions, earning good and fair compensation, and enjoying opportunities for promotion (Price & Mueller, 1981).

According to Price and Mueller (1986), workgroups and size of the organizations were additions, as precursors of organizational commitment and employees' intention to leave. In 1986, Price and Mueller also introduced the commitment to the organization as a mediator between job satisfaction and intention to leave. Price and Mueller presented an updated 1986 model including many of the earlier retention factors. Price and Mueller contributed to voluntary employee turnover by developing a comprehensive set of determinants of turnover and introducing salient variables used in the withdrawal process.

Price and Mueller (1981) grouped the factors into two groups known as the motivators and dissatisfies.

Price and Mueller's model emphasized the importance of pay, training, and promotional opportunities for retention. Price and Mueller's (1986) model provided the causal determinants of turnover by treating turnover as an outcome emerging from a decision process an employee undertakes. Price and Mueller placed the causal determinants in three groups: environmental, individual, and structural factors. Compared to other frameworks, Price and Mueller's (1981) model provided a comprehensive list of turnover determinants. Price and Mueller received criticism for not providing an adequate explanation of the turnover process; instead, the model lists all the possible reasons employees leave an organization. The researchers also designed the model after studying people with middle-class jobs, such as nurses and teachers. Despite the limitations, Price and Mueller's (1986) model incorporated data from several disciplines. Price and Mueller's turnover model incorporated factors to use across industries, including the hospitality industry.

History of the Hospitality Industry

The hospitality industry is one of the fastest growing and most important segments in the earning of revenue and as well as employment (Singh & Amandeep, 2017). The hospitality industry continues to prosper in the global economy. The hospitality industry in the U.S. Virgin Islands is truly thriving. It is the primary economic driver, accounting for more than half of GDP and employment (USVIEDA, 2018). According to Teng (2013), the hospitality industry as an organization with a purpose to

satisfy a full range of needs such as beverages, food, and accommodations. The hospitality industry caters to the needs of a diverse group of people and frequent guest-host interaction (Teng, 2013). People have been traveling and using the hospitality and tourism industry for many years. The hospitality industry has existed for 4,000 years (Knani, 2014). The hospitality industry remains a billion-dollar industry depending on the disposable income and availability of its customers. The travel and tourism economy contribute trillions of dollars to the international GDP; at a global level, experts anticipate profits and revenues from the tourism and hospitality industry will come to grow (Vasquez, 2015).

The hospitality industry includes various service fields such as lodging, restaurants, event planning, theme parks, transportation, cruise lines, and others. Various employees oversee the establishments with several responsibilities to include directors of operations, management and leadership roles, human resources, facility maintenance, and marketing positions (Vasquez, 2015). The hospitality industry provides numerous job opportunities around the world and contributes to several countries' gross domestic product (GDP). The hospitality industry includes production and service dimensions, the creation and delivery of services from the hotel to the customer are dependent on the employees. The success of the hospitality industry depends on the recruitment, management, and retention of employees. The factors make the high employee turnover rates of the hotel industry challenging (Faldetta, Fasone, & Provenzano, 2013).

Turnover in the hospitality industry is a severe problem for leaders. According to the Bureau of Labor Statistics (BLS) (2015), voluntary turnover in leisure and hospitality

was the second highest across industries, after the trade, transportation, and utility sector. DiPietro and Condly (2007) stated for the hospitality companies to have a disproportionate employee turnover rate in comparison to other service organizations and the turnover culture is the most significant explanation for the high turnover. According to Guchait, Meurs and Cho (2015), hospitality organizations seem to accept turnover as a part of their work culture rather than attempting to resolve the issue. Many hospitality companies expect high turnover and dissatisfaction to occur because of the nature of the business, the demographics of the hospitality employees, and the lower pay associated with the hospitality industry. Unfortunately, significant costs are associated with employee turnover (Guchait et al., 2015). Employee turnover has negative effects on organizations because it increases the cost for the employer, especially in jobs offering higher extensive education and on-the-job training. The cost of turnover could cost a company approximately \$3,000 to \$10,000 for an hourly employee and approximately \$50,000 for a managerial employee (Guchait et al., 2015).

Being able to replace a well-trained manager cost the organization a significant amount of money. Being able to replace experienced employees from managers to hourly employees, could be costly to the hospitality industry. Preparing new workers takes a significant amount of labor, which causes a reduction in revenue. Organizational leaders spend 30% to 50% of the yearly salary for entry-level employees, up to 150% of the salaries annually for middle-level employees, and as high as 400% of the annual salary to replace those in upper management positions (Bryant & Allen, 2015). Managers encourage employees to stay rather than leave. If the hospitality industry can retain

hardworking long-term employees, its productivity level will likely increase. Employees are vital to the hospitality and tourism industry. The reduction of the employee turnover rate could universally help the hospitality industry and the economy in the globalized world. Globalization has created business mobilization opportunities for individuals which are beneficial for the hospitality industry (Grobelna, 2015). The hospitality industry employs a significant number of workers worldwide (Grobelna, 2015).

Retaining employees is the most imperative target for an organization because hiring a qualified candidate is essential for an organization. However, their retention was more important than hiring, because a significant amount of money spent for orientation and training of the potential employees. According to Fernandez and Worasuwan (2017), employee retention in hospitality was persistent which management can reduce by applying effective managerial and leadership practices as a means of generating employee satisfaction. Unlike the other sectors where positions are mostly full-time, specialized and operate during traditional business hours, the hospitality workforce was a labor-intensive industry. Being unskilled to highly specialized employees, customer service orientated, and twenty-four hour seven days per week operation are some of the causes of high turnover in the hospitality industry (Fernandez & Worasuwan, 2017). Employee turnover was high in the hospitality industry. Employee turnover was averaging up to 200 or 300 percent per annum, although substantial variations exist between different establishments (Narkhede, 2015). When employees leave the organization, value knowledge was lost. Employers who find ways to retain their employees gained a sustainable competitive advantage (Fernandez & Worasuwan, 2017).

Understanding employee turnover

In organizations where there was a high level of inefficiency, there is also a high level of staff turnover. Employees tend to quit unstable organizations and look for stable organizations because with stable organizations the employees would be able to predict career advancement (Ongori, 2007). Employee turnover was costly from the view of the organization. Employee turnover consists of employees voluntarily or involuntarily leaving their current job. According to Zhang (2016), voluntary turnover was a decision made by employees leaving the company. Whereas involuntary turnover refers to the decision of turnover made by the enterprise. Involuntary turnover was predictable and controlled; however, voluntary tends to be unpredictable in advance.

The topic of employee turnover was challenging for all organizations and businesses. Leaders in organizations are beginning to scrutinize and manage employee turnover. According to McClean, Burriss, and Dert (2013), employee turnover became vital to leaders because research started to show how employee turnover began to affect organizations in negative ways. The two types of turnover exist are functional and dysfunctional (Renaud, Morin, Saulquin, & Abraham, 2015). The concept of functional turnover includes when an employee who provides minimum value to an organization leaves their position (Renaud et al., 2015). Moreover, when a valued employee vacates their position, dysfunctional turnover occurs.

Turnover intention. Turnover intention referred to the probability an employee would choose to leave an organization identified by specific periods (Chao, Jou, Liao, Kuo, 2015). The turnover intention has varying factors and conditions preventing

employees from translating intention into turnover behavior (Misra, 2015). According to Awang, Amir, & Osma, (2015), the turnover intention was the behavioral attitude of a person desiring to withdraw from an organization and is an effective predictor of actual turnover. Furthermore, employer awareness of turnover intention was critical for employee retention, because voluntary turnover mitigation may be effective during the withdrawal process and before the formal resignation submission of an employee (Bryant & Allen, 2015). Unfortunately, high employee turnover remains a problem in the hospitality industry with some researchers calling for additional information on the factors influencing turnover (Awang et al., 2015). Industry leaders should act on the research results by developing turnover-intention strategies (Tse, Huang, & Lam, 2013).

Turnover intention is like the employees' turnover because the actual employees' turnover behavior was depending on their intention of leaving the organization (Yang and Wittenberg, 2016). Some researchers question whether the turnover intention is an indicator of actual turnover. A study of U.S. federal agencies cautioned managers not to assume turnover intention and turnover are positive correlational constructs (Cohen, Blake, & Goodman, 2015). Through the study, the researchers concluded only telecommuters, workload satisfaction, and pay satisfaction, of the 12 significant variables, have a direct correlation between turnover intention and turnover (Cohen, Blake, & Goodman, 2015). It was critical for leadership in organizations to understand why employees leave (Salman, Abdullah, & Saleem, 2016).

Employee turnover. Employee turnover has been and continues to be a particularly prolific area of research, with many publications on the topic. Employee

turnover was a growing concern to many organizations. Employee turnover attracts the attention of many scholars. Evidence suggested that turnover in the hotel industry was a result of dissatisfaction such as relationships with supervisors, job content, working conditions, work timing, salary, and other benefits (Narkhede, 2015). Employee turnover was the rotation of workers around the labor market; between firms, jobs, and occupations; and between the states of employment and unemployment (Ongori, 2007). Turnover could be a result of burnout from working long hours contributing to stress (Scanlan & Still, 2019). There are three different categories of employee turnover which are unavoidable turnover, desirable turnover, and undesirable turnover. According to Ngo-Henha (2017), unavoidable turnover may occur due to retirement, sickness, or family matters. Desirable turnover applies to incompetent employees, as opposed to undesirable turnover which occurs when talented, skilled, and competent employees leave the organization against the will of their employers.

Conducting research on employee turnover in the hospitality industry and the factors contributing to the issue was critical. The implications for positive and social change could include creating and providing opportunities for business leaders to obtain an understanding of employee turnover and increase organizational awareness of the factors influencing high employee turnover rates. Also, the hospitality industry leaders could implement strategies, programs, and initiatives to benefit the organization as well as society. By obtaining the necessary knowledge about employee turnover and providing today's organizational leaders with a clear road map for improving employee levels of

motivation, can result in diminishing employee turnover in organizations and possible ways to improve customer service (Rahman, Akhter, & Khan, 2017).

Employees who are satisfied with their place of employment because of high levels of support from their leaders might attain a higher sense of fulfillment (Faldetta et al., 2013). According to Faldetta et al., (2013), employees experience satisfaction from their place of employment retained higher levels of life satisfaction. Employees should receive the support needed to stay with the organization. Without the necessary support, employers could create a high employee turnover affecting the success of the organization (Dalluay, Jalagat, Al Zadjali, & Al- Abdullah, 2017).

Employee turnover is detrimental to any organization. Employee turnover may also disrupt the organization's performance. There are two disadvantages which are the direct costs and indirect costs. According to Ameliya and Febriansyah (2017), the direct costs associated with the loss of time and money to recruit, hire, and train employees. Direct expenditure is financial consequences including administrative costs as a result of increased recruitment and training expenditure of new employees. On the other hand, indirect cost is the decline in production and services. Indirect costs of turnover are low morale, productivity losses due to unfamiliarity of the workplace, poor service, lost skill sets, disgruntled customers, and lost networks. The total cost per incident of employee turnover cost up to \$2500 in direct costs and \$1600 in indirect costs (Narkhede, 2015). Recruiting, selecting, and training new employers often spend a voluminous amount of money, because the higher the turnover rate, the higher the expenditure will occur

(Ameliya & Febriansyah, 2017). High turnover incurs significant replacement cost and more than likely it could affect profitability.

Effects of employee turnover. Employee turnover was expensive from the view of the organization. According to Narayanan (2016), employee turnover may influence organizational financial performance through five major cost categories: pre-departure, recruitment, selection, orientation, and lost productivity. High employee turnover could result in negative outcomes for any organization if not managed properly. There is a lot of attention given to the issue of turnover is because turnover had some significant effects on organizations (Ongori, 2007). Organizations may lose millions of dollars when an employee and one in a leadership (Amankwaa & Anku-Tsedde, 2015). Each time an employee leaves the firm, the productivity drops due to the learning curve involved in understanding the job and the organization. Employee turnover could lead to unemployment and retard economic activity (Mehrnoosh & Jouzaryan, 2016). The increase in the turnover rate poses a retention threat for leaders because of the high replacement and training costs, loss of productivity and efficiency, and lower profitability (Singhapakdi, Lee, Sirgy, & Senasu, 2015; Tse, Huang, & Lam, 2013). Leaders need to understand skilled employees are indispensable to organizations and the cost of replacing talented employees remained problematic. The replacement costs include recruitment and training new employees, hiring inducements, orientations, employment agency fees, and the costs of maintaining unskilled employees who filled the gaps left by lost employees (Zhang, 2016). Some examples of separation costs are teamwork disruptions, overtime

payments to current employees, losses of valuable skill sets, and payments of accrued vacation time.

A sustainable and productive economy aligns with the relationship between employee retention and economic stabilization, which a nation needs to attain a stable workforce (Zhang, 2016). Business organizations could lose some of their greatest assets when well-trained personnel leave their companies (Narayanan, 2016). According to Hurley (2015), organizations with high levels of turnover rates for full-time employees also experience poor customer-satisfaction ratings. Hurley (2015) examined the importance for organizations to prioritize employees' well-being in the workplace to decrease employee turnover rates. The researcher also examined the causal relationship between employee turnover and customer-satisfaction rates by studying 275 fast-food and convenience stores. Hurley's findings stated the full-time and part-time employees differed when it came to the correlation between customer satisfaction and employee turnover. Organizations with high levels of turnover rates for full-time employees also received poor ratings for customer satisfaction. According to Hurley (2015), employee turnover could directly affect customer satisfaction.

Strategies to reduce employee turnover. Studies indicated employee turnover was and continued to be an endemic concern in the hospitality sector throughout the world. The hospitality industry is a customer-driven and competitive business. Therefore, it was so important for workers in the hospitality industry to remain happy and motivated when interacting with guests in the industry (Dwesini, 2019). Bryant and Allen (2015) created several effective strategies to manage employee turnover. Some of the strategies

include compensation and benefits-based solutions, as well as solutions providing aid beyond the material needs of employees.

Deery and Jago (2015) explored several strategies the hospitality industry could implement to resolve the turnover crisis. Some of the strategies include talent management, work-life balance, and other retention strategies. Deery and Jago (2015) used a framework to demonstrate the possible correlations with the antecedents of organizational and industry attributes. The attributes are personal employee dimensions, work-life conflicts, organizational strategies, job satisfaction outcomes, organizational commitments, and employee retention. Implementing work-life balance was one of the most effective methods to improve retention rates (Deery & Jago, 2015). Additionally, any change in work-life balance could directly influence factors such as job satisfaction, organizational commitment, stress, and alcohol use (Deery & Jago, 2015).

Gellatly, Cowden, and Cummings (2015) examined the relationship between staff nurses' levels of commitment and turnover intentions, observing how organizational commitment could affect perceived work-unit relations. Gellatly et al. examined employee turnover using affective, normative, and continuance commitment data from 33 registered nurses. The findings of the research conducted by Gellatly et al. stated the staff nurses who retained high levels of affective commitment and normative commitment expressed positive quality work-unit relation. In comparison to other nurses with lower affective and normative commitment, are less likely to leave their organizations (Gellatly et al., 2015). Unfortunately, high levels of continuance commitment could lead to perceptions of poor work-unit relations which could lead to turnover. According to

Gellatly et al. (2015), warned against using strategies mainly to increase employees' level of continuance commitment, such as higher salaries and better benefits. Karatepe & Kilic (2015) increased managerial support could represent one of the most basic strategies to lower rates, it could also represent the most important strategy to lessen risks of employee turnover due to work-family conflict.

By implementing employee retention strategies correctly, it could help stabilize the economy and generate family unification by creating healthy, motivated, and productive employees. Retaining employees could become easier if top managers display a commitment to employees' development (Tse et al., 2013). Effective leadership, training, and high-level organizational support help improve employee retention. The employees who decide to leave the organizations usually lack enough training (Tse et al., 2013).

Factors Contributing to High Employee Turnover

Employee turnover was an endemic issue in the hospitality industry. There are many concerns in the hospitality industry however, one of the biggest concerns is finding ways to mitigate turnover. Al Mamun and Hasan (2017) analyzed several studies performed and conducted on examining the causes and leading factors of turnover. Most factors affecting turnover in the hospitality industry are work experience, supervisory practices, and employee compensation. According to Nayak, Pai, Prabhu, and Granil, (2015), the high turnover rates of the hospitality industry are among the greatest challenges human resources managers face. Management should consider initiating

strategies to retain employees in the hospitality industry. High employee turnover will put the organization at risk of reaching the organizational goal.

According to Acharya and Siddiq (2017), human resources was an important asset to every organization. There are several routes through which a business may improve the effectiveness of their employees, such as through periodic training programs, constant motivation, employee empowerment, promotion, and adequate incentives. Some businesses may spend a significantly large amount of resources. As a result, businesses still face the constant threat of high employee turnover rates and thus low employee retention rates. The resulting replacement with the new employees leads to additional costs.

The additional cost was a great loss for the leaving company and gain to the competitors. Equally, employee retention was a vital issue and challenge to all businesses because of the costs associated with recruiting, selecting, and training new employees (Acharya & Siddiq, 2017). The researcher's purpose was to identify the various factors contributing towards the high employee turnover rates and to identify the effective methods of retention to significantly reduce their employee turnover rates. The findings stated the researchers derived with three factors to determine the cause for the high employee turnover rates in the hospitality sector: low levels of employee inspiration, inadequate rewards, and work-life balance. The study recommends the considerations such as awards for hardworking employees, recognizing the efforts, more employee participation, a delegation of authority, the appropriate level of pay, additional benefits

packages for hard work, competitive unsocial hour's payments to come out from high employee turnover rates (Acharya & Siddiq, 2017).

Supervisory practices. An effective supervisor can influence and motivate employees. Moreover, the leader enhances organizational success by inspiring team members to perform at a higher level. Employees do not quit the companies, employees quit their boss (Mathieu, Fabi, Lacoursiere, & Raymond, 2016). The lack of management's strength in supervisory practices was one reason employees chose to leave an organization. According to Rahman and Nas (2015), employees' perception of managers' actions and behaviors, and dissatisfaction with their job influenced intention to leave. Inadequate supervisory practices have increased voluntary turnover, loss of enthusiasm, and dissatisfaction for employees (Rahman & Nas, 2015).

Exceptional leaders inspire their employees to create partnerships and set high expectations for their work without expecting additional compensation. Effective supervisors have the adept ability to communicate a vision and influence others to achieve a similar mission (Northouse, 2016; Solomon, Costea, & Nita, 2016). Supervisors need to find a way to create a balance between achieving organizational goals and reduce employee turnover. Even though supervisors are responsible for ensuring employees achieve organizational goals, employee motivation is important as well. Workers are more productive when completing tasks and owning responsibilities appealing to the employee's personal and professional stimuli (Demirtas & Akdogan, 2015).

Being able to understand what motivates employees enables managers to create and develop plans to help increase employee performance as well as the organization's success while reducing employee turnover. Supervisors' practices include behavior, management, and leadership style the supervisors demonstrate. The various practices affect employees differently. According to Xu, Loi, and Ngo (2016), staff members regard leaders as purveyors of organizational values; therefore, managers' behavior often sets the tone for associates' conduct. Supervisors must lead by example and set the example for expectations of employees' behavior. Effective communication between managers and staff was vital to organizational relationships. By building relationships with staff, leaders are better able to establish a positive organizational culture, increase employees' commitment and collaboration, and reduce employee turnover (Tu & Lu, 2016). Leaders should seize any opportunity to address any questions or issues and provide a better understanding, as a result, team members feel more comfortable approaching supervisors with concerns, which increases organizational commitment (Ko, Ma, Bartnik, Haney, & Kang, 2018).

Employees in one of the largest organizations in a developing country like Jordan, supportive supervision and having a voice has a positive influence on job satisfaction, which reduces employee turnover (Alfayad & Arif, 2017) Employees truly want to feel as though their opinions matter. Managers should be aware of how leaderships' behavior, employee culture, and country structure impact employee turnover and utilize the information to encourage positive experiences for workers. Teoh, Coyne, Devonish, Leather, and Zarola (2016) examined the interactions between supportive and

unsupportive manager behaviors as predictors of employee engagement, job satisfaction, and employee turnover. Using factor analysis, the authors found employee perceptions of supportive manager behaviors are a significant predictor of job satisfaction and employee turnover, but not engagement (Teoh et al., 2016). Supervisors should demonstrate supportive behaviors to influence employees positively. Another study conducted by Plessis, Barkhuizen, Stanz, and Schutte (2015) investigated the relationship between Gen Y employee perceptions of organizational support, supervisor support, talent management, and employee turnover. The researchers surveyed Gen Y employees working in recruitment and stated the millennial employee perceptions of talent management and supervisor support are strong correlates of employee turnover (Plessis et al., 2015). Regardless of the generation of employees, developing a deeper knowledge of how supportive and unsupportive managerial behaviors impact employees is crucial for managers to avoid any potentially harmful actions.

Enslin and Schulz (2015) conducted a mixed-methods study to examine the influence of mentoring on employees' perception of support. Enslin and Schulz (2015) utilized the Comprehensive Organizational Career Planning Model (COCPM), which researchers previously used to determine the influence of mentoring on employees, such as employee engagement, job satisfaction, productivity, promotion potential, employee turnover expenditures, succession planning, and employee retention (Enslin & Schulz, 2015). Based on Enslin and Schulz's findings mentoring positively affects employee perceptions of support and has a significant impact on job satisfaction and performance. Supervisors must demonstrate a commitment to their employees by way of supervisor

practices, which impacts employee perceptions of supervisor practices. If work meets management's satisfaction, managers should allow employees to create their level of job demands (Babakus, Yavas, & Karatepe, 2017). Workers are more likely to stay in positions where the workers have some level of autonomy and freedom to create job demands (George, 2015).

Transition

Section 1 included information on the foundation of the study. I introduced a research question, purpose, nature of the study, assumptions, limitations, delimitations, and the theoretical framework. A review of the professional and academic literature included an analysis of the theoretical framework and the relationship between the dependent and predictor variables for the study.

Section 2 includes the purpose of the study, the role of the researcher, the participants, selection of the research method and design, supporting analysis for the population and sampling techniques, ethical research. This section also includes descriptions of data storage, analytic techniques, data organization, determining the reliability and validity of the instruments, and procedure for the study. Section 3 includes the presentation of the findings, applications to professional practice, implications for social change, and recommendations for further research and action.

Section 2: The Project

In Section 2, I cover the following topics: foundations of the study, role of the researcher, a description of the participants, selection of the research method and design, supporting analysis for the population and sampling techniques, and ethical research procedures. Additionally, Section 2 includes data collection instruments, analytical techniques, and study validity.

Purpose Statement

The purpose of the quantitative correlational study was to examine the relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. The independent variables were employee perceptions of work experience, supervisory practices, and employee compensation. The dependent variable was employee turnover. The target population for the study consisted of employees in the hospitality industry on the island of St. Croix, U.S. Virgin Islands. The implications for social change include providing additional strategies to hotel managers searching for ways to reduce employee turnover.

Role of the Researcher

The primary role of the researcher was to recruit participants, act as an impartial data collector, and report the result without judging the findings (Cleary, Horsfall, & Hayter, 2015). My role in the study was to collect and analyze data, and I present the findings while avoiding bias, respecting ethical standards, and protecting the rights of participants. Since my study was quantitative, there was less interaction with participants than in a qualitative study. My limited interaction with participants involved indirectly

inviting participants to take a survey as described under the participants and data collection sections. The participants did not have any direct affiliation with my profession. The research topic related to my personal experience because employee turnover is one of the problems I face as a manager.

My role as the researcher was to ensure the study complied with the ethical guidelines of the Belmont Report and the Walden University Institutional Review Board (IRB). When following quantitative methods, researchers must present an accurate representation of data to support the validity of the study (Park & Park, 2016).

Researchers use the Belmont Report as a guide for employing ethical practices when conducting studies using human participants. The three primary principles of the Belmont Report are respect for persons, beneficence, and justice. Respect for the persons entails appropriately informing participants that their participation is optional and protecting respondents with limited decision-making abilities (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Therefore, researchers must be conscious of their behavior when interacting with participants.

Beneficence involves maximizing the benefits of the study while minimizing harm to participants. The informed consent form delineated the risks and benefits of the study.

Demonstrating justice in ethical research involves ensuring equality between study participants and benefactors of the study regardless of demographics (Cross, Pickering, & Hickey, 2015). According to the U. S. Department of Health and Human Services (2015), justice also involves certain classes of society bearing the burden of research while others

receive the benefit. The burden borne by participants of the study was minimal, and the results may benefit the hospitality industry in the U.S. Virgin Islands.

Participants

The selection of the most knowledgeable participants regarding the problem statement is critical to a quantitative study, because the validity of the study results relies on participants' honest and accurate participation. I recruited a sample of participants who represent the population of hospitality employees in the island of St. Croix, U.S. Virgin Islands. The participants worked in the hospitality industry. Cleary et al. (2015) noted the participant recruitment should yield a well-informed sample of individuals. The participants were over 18 years of age and employed in the hospitality industry on the island of St. Croix, U.S. Virgin Islands, at the time of the study. To access participants, I used Survey Monkey Audience to gain access to employees working in the hospitality industry. According to Heen, Lieberman, and Miethe (2015), the use of Survey Monkey as a web-based survey tool has been a relatively new and evolving means for collecting data used in wide-ranging research efforts. Survey Monkey Audience is a web-based tool used in quantitative research. To establish a professional working relationship with the participants in the study, I provided my contact information on the survey site for the participants to use for any questions or concerns about the survey. I closed the survey after I obtained the desired number of usable responses, as described in this section.

Research Method and Design

Qualitative, quantitative, and mixed-methods all require elements of research to assist investigators in conducting a systematic study (Johnson, 2015). Examining the

approach of research topics through the lens of a research method allows scholars to gain a deeper understanding of a specific issue (Venkatesh, Brown, & Sullivan, 2016). I used a quantitative research method and a correlational design to conduct the study. The quantitative approach was more appropriate to predict outcomes in research.

Research Method

Researchers choose from three basic methodologies when conducting scholarly research: qualitative, quantitative, and mixed-methods (Saunders et al., 2015). I chose a quantitative method for the study. In a quantitative research study, the researcher collects and analyze numerical data to help draw conclusions about the relationship between variables and predictors (Albers, 2017). Quantitative researchers use frequency, intensity, or numbers to derive broad concepts in specific conclusions and to explain variances among groups (Cokley & Awad, 2015). The quantitative method is appropriate when researchers intend to examine the relationship between variables and predictors' outcomes (Saunders et al., 2015). The quantitative research method was the most appropriate method for the study because the focus of a quantitative study was to use measurable data to examine the relationship among variables (Antwi & Hamza, 2015). The quantitative method was appropriate for the study because the purpose of the study was to examine the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.

The qualitative method is appropriate to explore human behavior (Mohamadzadeh, Mortazavi, Lagzian, & Rahimnia, 2015). Qualitative case studies deepen the examination for a specific phenomenon. Such approaches generate

insufficient data required for accepting or rejecting a stated quantitative research hypothesis (Masson, Delarue, Bouillot, Sieffermann, & Blumenthal, 2016). Researchers use qualitative methods to create a safe and trusting environment, to encourage participants to open and expand on responses, which can lead to new topics and ideas for the investigator (Krosteli, Williams, & Cumming, 2016). The process of conducting the study included collecting numerical data and examining the relationships among variables. Therefore, a qualitative method was not appropriate for the study because the focus of a qualitative study is to understand participants' beliefs, experiences, and perspectives (Zachariadis, Scott, & Barrett, 2013).

A mixed-method was appropriate when using both qualitative and quantitative approaches will enable researchers to discover additional information about the constructs of a study (Machdo, Cant, & Seaborne, 2014). Researchers tend to use the mixed-method to gather quantitative data through numerical data, followed by qualitative methods to gather insight and feedback through interviews and observations in which participants can expound upon and explain the data (Enslin & Schulz, 2015). Mixed-method research collects and analyzes both quantitative and qualitative data (Snelson, 2016). Mixed-method research is too time-consuming and costly. Therefore, a mixed-method study is inappropriate for the study.

Research Design

I employed a correlational design to examine the relationship of employee perceptions of work experience, supervisory practices, and employee compensation with employee turnover. In a correlational study, the researcher examines two or more

variables to determine if there is a relationship, also known as a covariation, between the variables (Humphreys & Jacobs, 2015). Using a correlational design enables researchers to predict an outcome (Johnson, 2015), which leads to statistical data analysis (Park & Park, 2016). Therefore, the correlational design will be appropriate for the study because I sought to examine the relationships among an employee's (a) employee perceptions of work experience, (b) supervisory practices, and (c) employee compensation.

A quasiexperimental design is an experimental design without random assignment of participants to the different groups in the study (Cokley & Awad, 2015).

A quasi-experimental design was not appropriate because there is no treatment or control group (Turner, Balmer, & Coverdale, 2015). Since the intent of the study is to determine a relationship between the variables a correlation design is the most appropriate choice.

Population and Sampling

The target population for the study consisted of employees in the hospitality industry on the island of St. Croix, U.S. Virgin Islands. Sampling is a technique used for generalizing the results of a study to a wider population when a census is not feasible (Uprichard, 2013). Uprichard (2013) stated a key distinction between probability and nonprobability sampling is the likelihood of every object in a population being equal for selection. Probability sampling is superior for making statistical inferences to the population and minimizing selection bias. However, nonprobability sampling is advantageous when there is limited time or resources, objects of the target population are difficult to access or widely dispersed, or there is a need for a quick decision (Oldacre, 2016). I used a nonprobability sampling method to address the overarching research

question. According to Uprichard (2013), researchers choose a probabilistic or nonprobability sample selection method depending on their research study method, design, or questions. Non-probability sampling provides a range of alternative techniques to select samples based on subjective judgment (Saunders et al., 2009). The participant selection process was not a random probabilistic sampling process. The participants who met the criteria for inclusion in the data set had to participate voluntarily in the research study. Nonprobabilistic sampling was purposeful to identify participants who can help accept or reject the hypothesis (Uprichard, 2013). Minimizing potential ethical dilemmas of segregating the data set was necessary by the remaining predictor of the participants.

I used the convenience sampling method for my study. Convenience sampling involves selecting the participants easiest to obtain for a study. The convenience sampling technique was a good selection because it guaranteed voluntary participation, as coercion can lead to the presentation of false data. With convenience sampling, selecting objects from the target population depends on participants' self-selection, availability, or convenience to the researcher (Lipi, 2015). The participants in my study were both available and convenient to easily access. The participants were hotel employees who participated voluntarily in the study. According to Landers and Behrend (2015), convenience sampling is a common form of nonprobability sampling used in research; however, the method does have weaknesses such as limited reliability and potential misrepresentation of the population. Other forms of nonprobability sampling, such as purposive, quota, and respondent-assisted sampling, were not appropriate. Purposive and quota sampling involve sampling based on predetermined characteristics, while

respondent-assisted sampling is useful with populations difficult to reach (Hyysalo, 2015), none of which applied to my study.

Selecting the appropriate sample size was one of the most important parts of the research design (Beck, 2013). The G*Power 3.1.9.2. software is the calculation tool for determining the number of required participants for the data set. G*Power is a stand-alone, power-analysis program for statistical tests commonly used in medical, social, and behavioral research (Charan & Biswas, 2013). To determine the appropriate minimum sample size needed for the research, I performed a statistical power analysis. An *a priori* power analysis determined sample size because the technique allowed me to choose power and calculate an appropriate sample size before conducting the study. A power analysis using G*Power statistical software package indicated a minimum sample size 77 assuming a medium effect size ($f^2 = .15$) with $\alpha = .05$ to achieve a power of .80. Increasing the power to .95 requires a sample size of 118; therefore, a sample size of between 77 and 118 participants was appropriate for the study.

Figure 1. Power as a Function of Sample Size

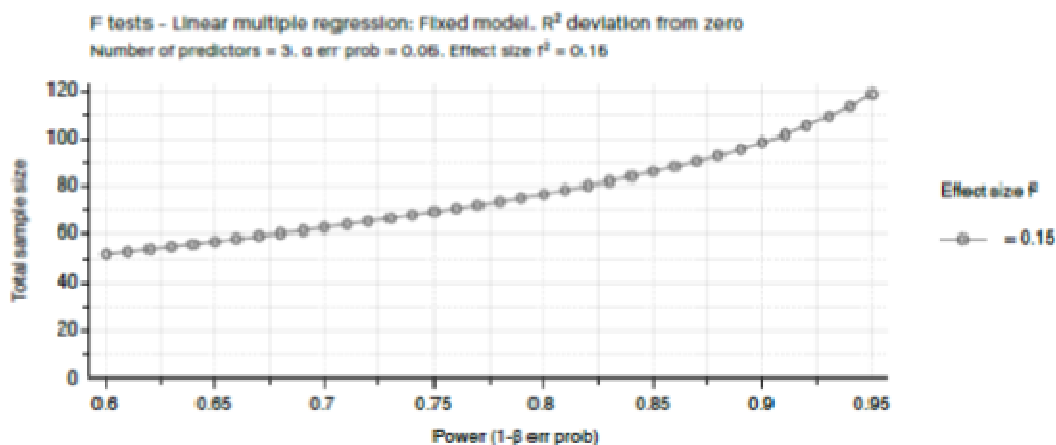


Figure 1. Power as a function of sample size (Beck, 2013).

The alpha level was .05 for other research studies to address employee turnover in different organizations (Buttigieg & West, 2015). An Alpha level of .05 means there was a 5% probability of a Type I error or rejecting the null hypothesis when the null hypothesis is true (Farrokhyar, Reddy, Poolman, & Bhandari, 2015). The power level of .95 aligns with the probability of Type II errors, or the failure to reject the null hypothesis when the null hypothesis is false (Farrokhyar et al., 2015).

Ethical Research

When humans are part of the study, it is commonplace for the researcher to obtain approval from an ethical approval committee before data collection (Gelling, 2016). Adhering to ethical principles and maintaining integrity is necessary when conducting research (Lakshminarayan, 2016). Participants received an informed consent form before the acquisition of any data. The researcher has a responsibility to protect the privacy and confidentiality of the participants (Marshall & Rossman, 2016). My responsibility as the researcher involved adhering to principles of the Belmont Report.

The principles of the Belmont Report include informing participants of their rights and preserving their confidentiality (U.S. Department of Health and Human Services, 2014). Upon receiving IRB approval (07-10-20-0745815) on July 10th, 2020, I provided an informed consent form to every participant as part of the online survey instructions explained (a) the background and purpose of the study, (b) the procedures for completing and submitting the survey, (c) the voluntary nature of the survey, and (d) how to withdraw from the survey. The participants received statements about confidentiality,

the risks and benefits of participating in the study, and contact information for the researcher and Walden University.

According to the U.S. Department of Health and Human Services (2014), in many research situations, a researcher must not only provide research participants with an informed consent form but also obtain written consent. When conducting survey research, researchers can often use implied consent, which allows for anonymity in participation (Drysdale, Frost, & McBeath, 2015; Rogers, 2016). Implied consent means the participants do not sign the consent form; rather, the consent form includes an explanation to protect participant privacy, the researcher will not request signatures, and completing the survey will indicate participant consent (Drysdale et al., 2015). I used implied consent, which means participants indicated their consent by completing and submitting the online survey. Participants who completed the survey would request a copy of the study results by checking the “yes” box at the end of the survey which prompted the individual to provide their email address as the means to send the study results. The online survey contained an option for participants to save a copy of the consent form. The use of implied consent and not including any personally identifiable information in the online survey helped to maintain the anonymity of participants. Ensuring the protection of participants is imperative. I stored all written records and data for 5 years on my password-protected computer. After 5 years, I will destroy all data to protect the confidentiality of participants.

Data Collection Instruments

I administered a questionnaire using an online software package (Survey Monkey). Kirwan (2014) created the Employee Turnover questionnaire I used in the study. Kirwan (2014) used the questionnaire when conducting similar research. The researcher developed the questionnaire based on (Das & Baruah, 2013) findings. I contacted individuals who worked in the hotel industry in the U.S. Virgin Islands and ask the individuals to take part in the survey. I also suggested to the individuals to send the link to friends or colleagues who had worked in hotels through private emails. The method selected was due to the need for more diverse information pertaining to the issue of high employee turnover rates in the U. S. Virgin Islands hospitality industry. The consent form contained an explanation stating participation in the research would be voluntary and the participants would have the right to withdraw at any time, before, during, or after data collection. Answer options to the consent form will be *I consent* or *I do not consent*. After completing the survey, participants could still withdraw from the study. Participants can withdraw their responses from the study by contacting me via the e-mail I will provide. Study participants did not receive any incentives or benefits from participating in the research study.

The questionnaire incorporates all the necessary questions required to gather information relevant to the research question. The questionnaire has 10 questions. The questionnaire used a Likert-type scale, which is the standard psychometric scale to measure responses. The instrument contained a modified 5-point Likert-type scale, which was an ordinal scale of measurement used in behavioral and organizational research to

measure the themes. The themes indicate the frequency of each variable, where 1 = *strongly agree*, 2 = *agree*, 3 = *not sure*, 4 = *disagree*, and 5 = *strongly agree*. The instrument was appropriate for use because base on the findings from previous studies, the instrument was successful in measuring the three variables. The first and second questions from the questionnaire gathered the demographic information of each participant. Within the research process, there were distinctions between the results deduced from the male gender compared to those of the female gender. Here, the participants were required to indicate either male or female. The second question identified the age of the participant.

The third question inquired more about the participant's employee perception of work experience. The independent variable was an interval scale of measurement. Here, there were eight work-related statements, and the participant were required to respond to them using a five-point Likert type scale such ad *strongly agree*, *agree*, *not sure*, *disagree* and finally *strongly disagree*. The fourth question used the same four variables from question three but focused on the compensation and benefits packages offered by the company. The variable was an ordinal scale of measurement. There were four statements, and the participant was required to respond to them using the five-point Likert scale mentioned in question three. Question five also used the five-point Likert scale but focused more on gathering information pertaining to the company. Here, the participants were required to respond to five statements. Question six gathered information about the participant's supervisor or team leader practices. The variable was an interval scale of measurement. There were seven statements the participants need to respond to (Brace,

2008). Question seven gathered the opinion of the participant about his or her working experience. Question eight required the participant to state the reason which compelled him or her to work for his or her previous company. Question nine focused on negative perceptions held by the participant towards having worked with the previous company. Question ten gave the participant a list of motivational tools to encourage him or her to continue working in a company and required him or her to state what tools he or she would prefer. The seven tools provided ranging from increased pay, career advancement, improved training and development activities and much more. There was an “others” section to allow the participant to include other motivational tools to encourage the person to continue to work in the hospitality industry (Samuel & Chipunza, 2009). The instrument was appropriate for use because it helps deliver tactical information for hospitality leaders to decrease employee turnover rate and maintain economic sustainability.

Demonstrating the validity and reliability of measurement tools and instruments was necessary for research. Validity entails a researcher being able to use an instrument to measure specific items or variables for a latent construct and includes (a) construct validity, (b) concurrent validity, (c) convergent validity, (d) criterion, discriminant validity, (f) face validity, (g) factor validity, and (h) predictive validity (Trockel, Bohman, Lesure, Hamidi, Welle, & Shanafelt, 2018). Validity pertains to the integrity of the results and conclusions drawn by the researcher must be ethical and display high moral standards. Ude (2015) discussed the validity of a given data collection instrument stays the same for different populations and samples and the validity test might not be

necessary. A Cronbach's coefficient alpha with a score of .80 or higher indicates a high level of reliability and consistency (Cho & Kim, 2015). Reliability refers to the consistency of a measure, which researchers test using (a) test-retest reliability, (b) Inter/intra-rater reliability, (c) Inter/intra-instrument reliability (Kelly, Fitzsimons, & Baker, 2016) and (d) internal consistency (Roger, 2016).

Arnoux-Nicolas, Sovet, Lhotellier, Fabio, & Bernaud (2016) evaluated the construct validity of the employee turnover survey. The researchers studied 336 employees in different work settings, with a focus on employee turnover. Arnoux-Nicolas et al. reported the working conditions can predict turnover across all demographic groups. The results were similar across job types, contract status, full-time and part-time employees and job tenure. However, the results of previous research indicated an employee's age, among other demographic factors, is a determinant of employee turnover.

Misra, Jain, & Sood (2015) employed Kirwin (2014) survey to assess how compensation affected employees working in the retail industry in India. Participants included 118 employees who worked in retail-store operations as store managers and customer associates in Delhi and the National Capital Region. The findings from Misra, Jain and Sood stated compensation affects the job satisfaction of employees working in the retail industry in India. Misra et al. (2015) stated men and women received the same pay, which explained why the result was similar. Employee turnover and commitment relate to compensation (Misra et al., 2015).

The researcher must prove the results adequately address the research question and even if the study is replicate, the researcher would get the same results. Kirwan (2014) created the questionnaire used in the study. Kirwan (2014) used the questionnaire when conducting similar research. There was a sample copy of the survey instrument located in (Appendix B).

I maintained the data collected and analyzed in a personal safe to protect the rights and security of participants for no fewer than 5 years. I am the only person with access to personal safe. The information will remain in my secure possession and available to the Walden University supervising faculty and representatives responsible for the conduct of my doctoral study review and acceptance processes. I will delete the data from all electronic media following the five-year minimum retention requirement.

Data Collection Technique

In quantitative studies, researchers use several data collection techniques, including the use of surveys and archival data (Abro, Khurshid, & Aamir, 2015). Researchers administer surveys through various modes, such as electronic, paper, and phone to collect data individuals or variables to improve upon different areas of business (Roeser & Kern, 2015). I used Survey Monkey, a web-based data collection tool, to administer the survey for the study electronically. Investigators used responses from participants to better understand the impact of specific issues (Salganik & Levy, 2015). Researchers conduct surveys for different reasons, and depending on several variables, the process is either advantageous or disadvantageous (Liu & Wang, 2015). Online surveys are becoming the standard of survey research (Zhang & Zhang, 2015).

Advantages of using an online survey include reaching a large population, paying lower costs, collecting a broad range of data, and conducting data collection remotely. Since the surveys are anonymous, respondents providing more honest answers (Revilla, Toninelli, Ochoa, & Loewe, 2016). Investigators can gather data from individuals on a global scale with surveys. Also, researchers spending high dollar amounts for travel, the design of the survey, and additional overhead costs for other data collection techniques are unnecessary (Mauceri, 2016). Disadvantages of using an online survey include (a) participants not providing accurate and honest answers, (b) using close-ended questions resulting in lower validity rate, (c) respondents interpreting queries and options differently or not recalling specific information, and (d) encountering data errors due to non-responses to particular questions (Magro, Prybutok, & Ryan, 2015). I collected the survey through a web link through Survey Monkey. Overall, researchers collect valuable information when using online surveys, but in some instances, another data collection technique is more suitable.

Reliability is concerned with whether the results of the study are repeatable while validity concerns the integrity of the conclusions gathered from the research. Reliability was achieved by looking through several published exit interview surveys and using questions similar. Pilot testing is unnecessary. Using validated surveys was an acceptable approach because based on psychometric scales the validity values support the validity of the study. Kirwin (2014) emailed the questionnaire to the research supervisor and other experts in the field of questionnaires and edited until it was up to standard. The questionnaire was email to several friends like the individuals who would be participating

in the survey. The reason being is to see if the survey was readable and understandable to individuals who may not have experience in HR.

I sent an email (Appendix A) requesting the use of the Employee Turnover questionnaire to Stephen Kirwan, a former student at National College of Ireland. I included a copy of my approved prospectus and a description of my intention to extend the work of Stephen Kirwan. There is a copy of the questionnaire located in (Appendix B). There is no intent to adjust or revise the questionnaire.

Data Analysis

The purpose of the quantitative correlational study was to examine the relationship of employee perceptions of work experience, supervisory practices, employee compensation with employee turnover. The predictor variables are work experience, supervisory practices, and employee compensation. The criterion variable is employee turnover. The null and alternative hypotheses are below.

- Null Hypothesis (H_0): There is no significant relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.
- Alternative Hypothesis (H_1): There is a significant relationship between employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.

Statistical Analysis

The statistical data analysis I used in the study is multiple regression analysis. Multiple regression analysis helps in determining how much the independent variable

explained the variation in the dependent variable and the independent variable improved the accuracy in predicting the values of the dependent variable (Gho & Zhang, 2015). Multiple regression is the appropriate method of quantitative data analysis when there are one interval dependent variable and more than one interval or categorical independent variable (Seng, 2016). The advantage of using multiple regression analysis instead of bivariate correlational analysis is multiple regression enhances analytic capabilities (Ude, 2015). The capabilities associated with multiple regression analysis include: (a) demonstrating how variables can predict an outcome, (b) identifying predictor variables to foresee the outcome, and (c) examining individual subscales and the relative contribution of each variable scale (Ude, 2015).

Other types of statistical analysis would not meet the needs of the study. Specifically, bivariate linear regression is unsuitable; bivariate linear regressions involve the prediction of one variable's effect on another and not multiple variables (Green & Salkind, 2013). According to Tellez, Garcia, & Corral-Verdugo (2015), the Pearson product-moment correlation reflects the strength and direction of the relationship existing between two variables by using correlation matrix among variables. The statistic examines the correlation between each variable.

Descriptive and inferential statistics involving multiple linear regression analysis leaves to a decision about whether to reject the null hypothesis, based on the reported statistical significance of the results (Antwi & Hamza, 2015). According to Ude (2015), the statistical software allows the researcher to generate a series of descriptive statistics including the mean, mode, range, standard deviation, sample skew, and test the

normality. The descriptive analysis in the study provides a way to aggregate the participants' responses. The inferential analysis indicates ways of identifying and generalizing the relationships among the participants' responses. The inferential analysis of the relationships between variables in a sample leads to generalizations or predictions about how those variables relate to a larger population (Cokley & Awad 2013).

Assumptions

Researchers base multiple regression analysis on certain assumptions.

Researchers proposed five assumptions to be tested when using multiple regression analysis: (a) measurement error, (b) normality, (c) linearity, (d) multicollinearity, and (e) homoscedasticity (Kim, Sugar, & Belin, 2015; Kock & Lynn, 2012). In the next subsections I will provide a discussion of each assumption of multiple regression.

Measurement Error

Valid multiple regression analysis also involves the assumption of no error in the measure of variables. Cronbach's alpha is a common test for measurement error (Osborne & Waters, 2002), but only applies to measures with multiple items (Bedford & Malmi, 2015). The survey instrument in the study contained only single items of measurement, I did not employ a test for measurement error.

Normality

For a multiple regression analysis to be valid, one assumption was the variables have normal distributions. To test the assumption, researchers use tests to check for the normal distribution of variables (Kristensen & Israelsen, 2014). I performed a visual inspection and create a histogram of each variable for normal distribution and conduct a

Kolmogorov-Smirnov test to check for normal distribution of each variable. In the event of outliers or non-normal distributions, researchers can use bootstrapping (Mooney & Duval, 1993).

Linearity

Another assumption for multiple regression analysis to be valid a linear relationship between variables must exist. The existence of a categorical or nominal variable eliminates the risk of violating the linearity assumption. To test the linearity assumption, researchers can create and analyze scatterplots of variables and standardized residual values (Kristensen & Israelsen, 2014; Oldacre, 2016). If linear relationships do not exist, researchers can perform bootstrapping procedures.

Multicollinearity

Data analysis involving multiple variables depends on the correlation structures among predictive variables. Multicollinearity exist when two or more predictor variables linearly correlate, indicating the lack of independence between variables (Cohen et al., 2003; Kristensen & Israelsen, 2014). The negative aspects of violating the assumption could result in unreliable estimation of results, coefficients with incorrect signs, high standard errors, and implausible magnitudes. To test for multicollinearity, I examined the correlation coefficients among the predictor variables.

Homoscedasticity

Homoscedasticity is the assumption refers to the variance of errors similar at all levels of an independent variable. Homoscedasticity assumptions refers to an equal distribution of errors among the predictor variables. Conducting a scatterplot analysis

helped to test for assumptions of homoscedasticity Punzo, Browne, & McNicholas, 2016; Urbano, 2015). To test whether a violation of homogeneity exists, I created and visually examine plots of residuals to test for homoscedasticity.

Violation of Assumptions

Violating assumptions can result in errors. There are two types of errors, which can occur when using the inferring statistical significance of the analysis (Akobeng, 2016; Sedgwick, 2014). Type I error when the researchers reject the true null hypothesis and Type II error results when the researchers do not reject a false null hypothesis (Delorme, Micheaux, Lique, & Riou, 2016; Li & Mei, 2016). Decreasing the p-value, from .05 to .01, reduces the possibility of a Type I error but also increases the likelihood of a Type II error (Delorme et al., 2016; Li & Mei, 2016). Punzo et al. (2016) suggested researchers should use bootstrapping procedures if the violation of an assumption exists. Therefore, I will use the bootstrapping procedure to mitigate any violations of assumptions.

Software Data

Common software researchers use to analyze data is the Statistical Package for the Social Sciences (SPSS). I used SPSS v25.0 to analyze data for the study. After data collection but before data analysis, researchers visually inspect the survey data for missing, incomplete, or unusual information (Rogers, 2016). Missing data occurs when respondents fail to answer a question. Using online surveys can reduce errors resulting from missing or incomplete data requiring respondents to respond before submitting the survey and by using data validation features (Timmins, 2015). I used an online survey

tool (Survey Monkey) requiring responses to each question and including data validation such as limiting the number of options and requiring whole integers where appropriate.

According to Seaman and White (2013), if missing or erroneous data, researchers may employ data cleaning. Data cleaning is important in statistical analyses, including regression analysis. Osborne (2013) discussed four common methods to address missing data, the most popular being listwise deletion, which is the deletion of any cases with missing data. Because the likelihood of missing data is minimal, I adopted the procedure for any missing data.

Study Validity

Study validity is the final consideration of the project. When conducting research, scholars must take appropriate actions to ensure the validity of the study. Yilmaz (2013) stated validity is an important aspect of a study, which involves the integrity of the conclusion drawn from the research. Using the appropriate reference materials helps to minimize validity threats in the instrumentation, assumptions, or sample size selection. The two types of validity are internal validity and external validity.

Internal Validity

I conducted a quantitative correlational study, which was a nonexperimental design. Therefore, threats to internal validity are not relevant to my study. Fortunately, threats to statistical conclusion validity exist in a correlational study.

Statistical conclusion validity. Bainbridge, Sanders, Cugin, Lin (2017) stated statistical conclusion validity refers to using statistical evidence to make inferences about the relationships between independent and dependent variables. Threats to statistical

conclusion validity can lead to two incorrect conclusions about the correlation between variables such as knowing a relationship does not exist between variables when one does exist, and knowing a relationship exists when it does not (Lachmann, Trapp, & Trapp, 2017). Three areas of statistical conclusion validity are instrument reliability, data assumptions, and sample size.

Reliability of the instrument. Instrument reliability relates to the internal consistency of the measurement instrument used in the study. The instrument in the study consist of only single-item measures. Osborne and Waters (2002) stated the Cronbach's alpha is required to compare the coefficient of the sample to the instrument. However, Cronbach's alpha is appropriate when there are multiple items within a scale (Bedford & Malmi, 2015). The survey instrument used in the study contained only single items; therefore, a reliability test of the instrument was not required.

Data assumptions. The data assumptions section includes a discussion of five data assumptions and related tests for multiple regression analysis. The five assumptions were the normal distribution of variables, homoscedasticity, a lack of collinearity among the independent variables, and measurement error. According to Bhandar & Iyer (2013), a violation of assumptions can result in errors, resulting in the use of a nonparametric procedure such as discriminant analysis to analyze the data. Researchers may use bootstrapping procedures to address violations of assumptions (Mooney & Duval, 1993). I used bootstrapping to address any violations of assumptions.

Sample size. Selecting an appropriate sample size is vital in research. Using a sample representing the population increases the study validity and external validity

(Anthoine, Moret, Regnault, Sebille, & Hardouin, 2015). The sample size enabled the researcher to infer the means developed for each variable to the larger population. The number of participants representing the population must be reasonable. Kaplan, Chambers, and Glasgow (2015) stated when the sample size is large enough to represent the population, then the study results are more generalized, which also helps to minimize bias. It was critical to the validity of the study to use a sufficient sample size. An a priori power analysis indicated a minimum sample size 77 assuming a medium effect size ($f^2 = .15$) with $\alpha = .05$ to achieve a power of .80, whereas a power to .95 requires a sample size of 118. Therefore, a sample size of between 77 and 118 participants is appropriate for the study.

External Validity

External validity involves generalizing the results of a study to a population. The type of sampling strategy is the main factor influencing external validity (Uprichard, 2013). Uprichard (2013) stated probability sampling assumes every object in a population has an equal chance for selection and making statistical inferences to the population. Nonprobability sampling is useful when certain conditions exist in the context of business research. However, it can threaten external validity (Gellynck, Cardenas, Pieniak, & Verbeke, 2015). Nonprobability sampling limits the ability to generalize the results of the study to other populations.

Transition and Summary

In Section 2, I discussed the research methodology, design, sample, and populations, as well as survey instruments, data collection processes, and data analysis. I

discussed the threats and mitigations for internal, external, and statistical conclusion validity specific to the quantitative correctional research study.

Section 3 includes the results of the statistical analysis, along with an interpretation of the findings with the application to professional practice, the implications for positive social change. Next, I plan to address the possibility of biases in the research. Section 3 includes a recommendation for ideas for action, future research, and personal reflections about the research. Lastly, I discuss the limitation associated with my research and end with a concise summary of the conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. The specific business problem was that some hospitality leaders do not know the relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. I used a multiple regression analysis to examine the relationship between the independent variables and dependent variable.

The null hypotheses is: No significant relationship exists between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The alternative hypothesis is: A significant relationship between employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. In Section 3, I cover the following topics: a description of the study, findings presentation, applicability of the results to the professional practice in business, recommendations and implications for social change, recommendations for further study, a summary, and conclusions.

Presentation of Findings

Descriptive Statistics

One hundred participant initially completed the survey for my study. A priori sample size calculation was 77 participants; as a result, a total of 100 surveys was found

to be complete and none had to be removed for the analyses. The data were downloaded into Excel from Survey Monkey. I used SPSS for statistical tests, including the calculations of means, median, standard deviation, variance, and tests for normality, among other descriptive and inferential statistics performed. Multiple regression and tests for correlations occurred to test the hypotheses in this study. The scale size included strongly agree, agree, somewhat agree, not sure, disagree, somewhat disagree, strongly disagree, and not applicable. Table 2 includes a summary of the descriptive statistics pertaining to the variables in the study. The subsections that follow contain detailed reports of the descriptive and inferential statistics, including the findings and tests performed on the data.

I used descriptive statistics to determine the general distributions of the variables using frequency and percentage levels. Using the descriptive statistics led to the identification of the points of central tendency such as mean, minimum, maximum, and standard deviation. The sample size for the research was 77 hospitality employees working on the island of St. Croix, U.S. Virgin Islands. The sample included hospitality employees who worked in specified locations.

Table 2

Descriptive Statistics

Variable	N	Min	Max	M	SD	Skewness
Employee perceptions of work experience	100	1.00	8.00	2.36	2.15	1.55
Employee compensation	100	1.00	4.00	1.45	0.82	1.89
Supervisory practices	100	1.00	7.00	1.56	1.30	2.71

The purpose of the frequency distribution in Table 3 was to illustrate the distribution of female and male hospitality employees who participated in the study by answering the online survey questions. Of the 100 participants, 60 were female and 40 were male. Table 3 includes the genders of the participants. The frequency column denotes the number of hospitality employees identified as female or male. The percentage column reflects the findings stating the majority of the participants were female (60% of the sample) with a smaller percentage of male participants (40% of the sample). The cumulative percent column is the cumulative sum based on 100 hospitality employees who participated in the study, the total of which is 100%.

Table 3

Frequency Distributions of Hospitality Employee's Gender (N = 100)

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	40	40.0	40.0	40.0
	Female	60	60.0	60.0	100.0
	Total	100	100.0	100.0	

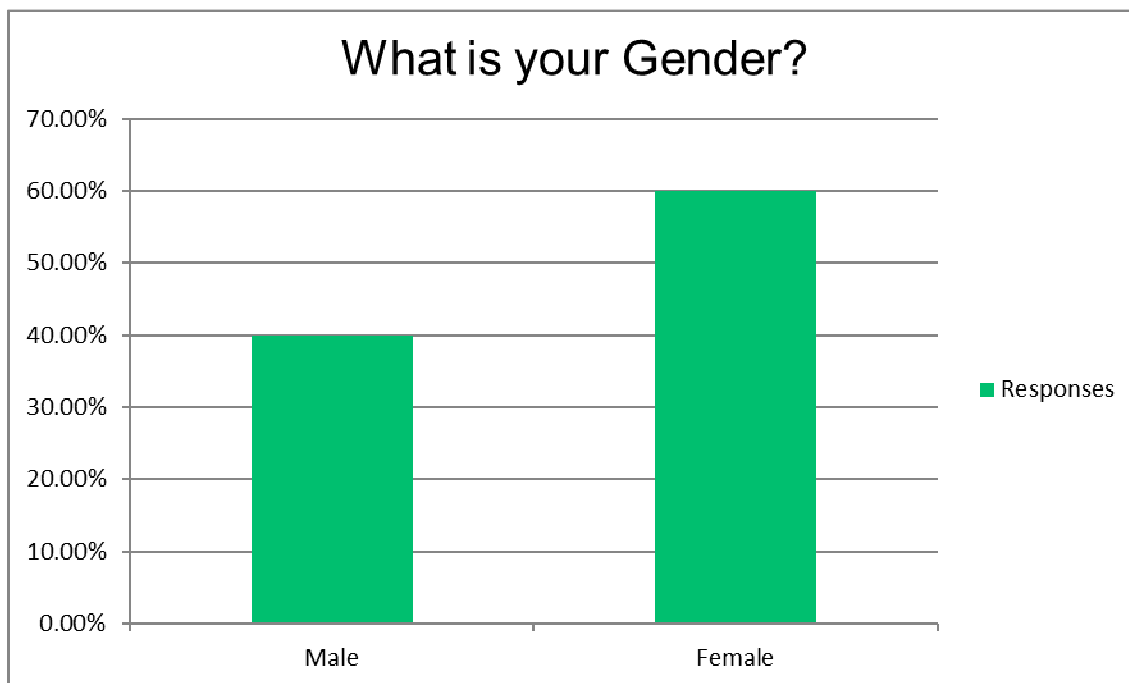


Figure 2. Hospitality participants' gender distribution ($N = 100$). The purpose was to illustrate the percentage distribution of female and male participants completed the survey. Women represented 60% of the participants and men represented 40% of the participants.

Table 4 includes the data collected on participants' ages. The frequency column denotes the number of hospitality employees within a specified age bracket. The valid percent column represents the 100 hospitality employees. The cumulative percent column is the cumulative sum of the frequency column based on the 100 hospitality employees, the total of which is 100%. The sample size ($N=100$) indicates the hospitality employees who completed the survey within different age categories.

Table 4

Frequency Distributions of Hospitality Employee's by Age (N = 100)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 23	18	18.0	18.0	18.0
	24 to 29	28	28.0	28.0	46.0
	30 to 35	23	23.0	23.0	69.0
	36 to 40	21	21.0	21.0	90.0
	41+	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

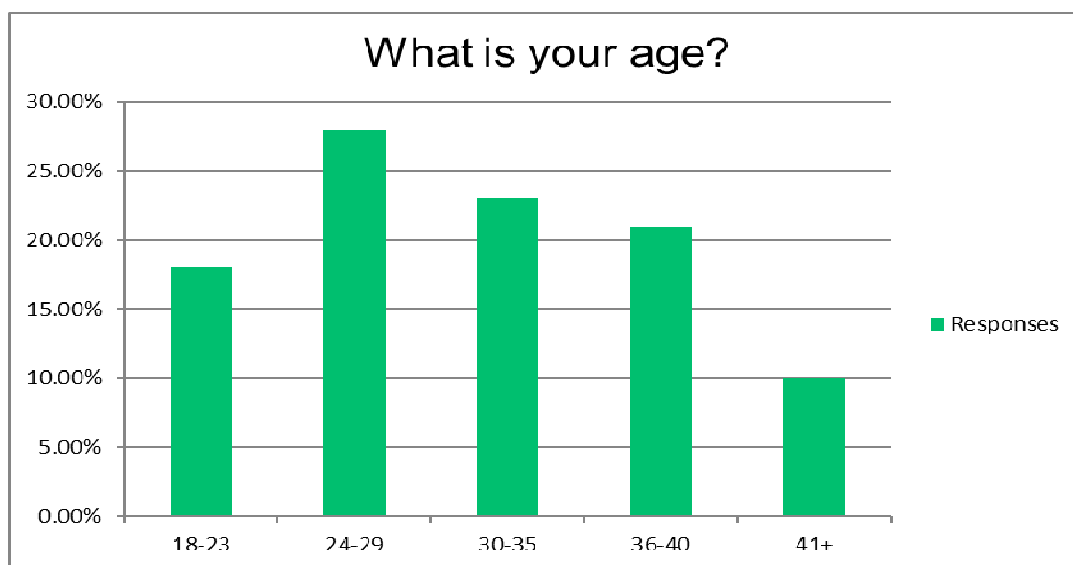


Figure 3. Hospitality employee participants' age distribution (N= 100). The age categories of the participants participated and completed the survey invitation. Age was divided into 5 categories: 18-23 years old (18%), 24-29 years old (28%), 30-35 years old (23%), 36-40 years old (21%), and 41+ years old (10%).

Figure 3 shows the percentage age distribution of the participants based on the sample size of 100. The highest percentage of participants was the 24 - 29 years age group, followed by 30 - 35 years, 36 - 40 years old, 18 - 23 years old, and 41+ years, which was the lowest percentage of participation. The majority of the participating workers from the hospitality industry in St. Croix, U.S. Virgin Islands were ages 24 - 29 years old, and participants ages 41+ were the lowest percentage.

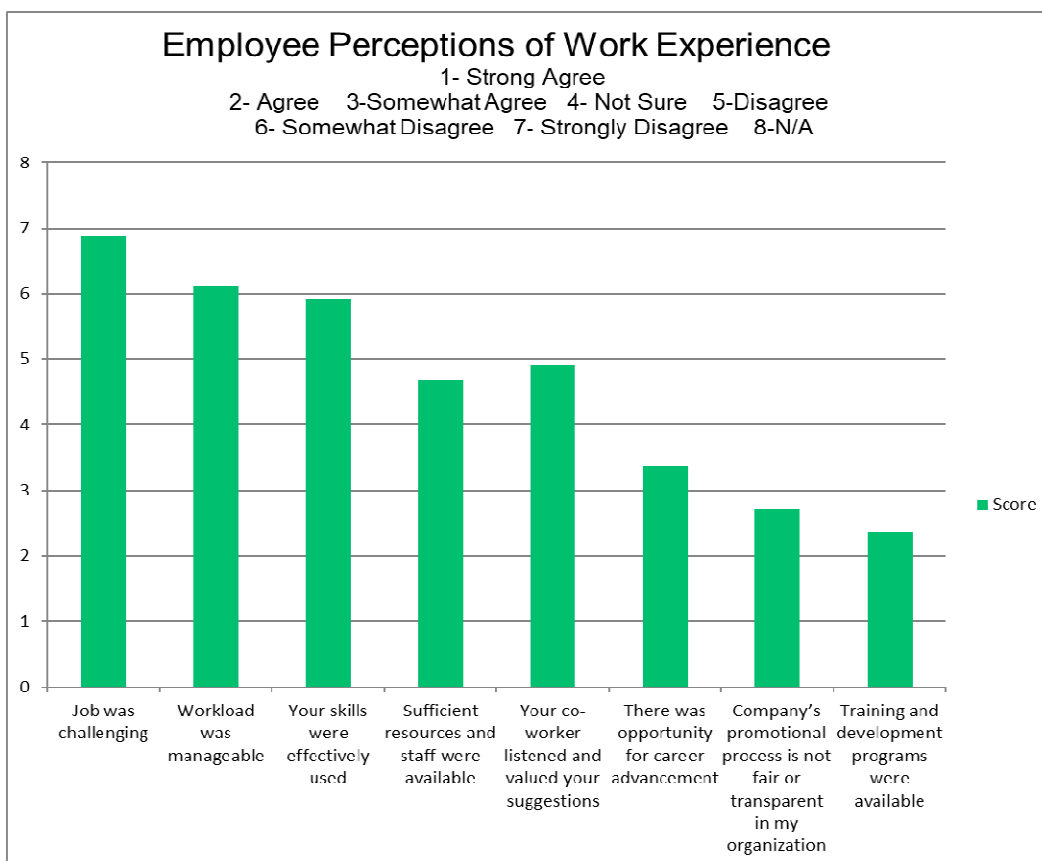


Figure 4. Histogram representing employee perceptions of work experience responses.

Based on the results of the survey, there were several issues that challenged the employees: 69% agreed their job was challenging. Many participants disagreed that their workload was manageable due to the challenges they face: 45% of participants agreed

their workload was manageable, 19.57% were unsure, and 7.61% disagreed. There were 10% of participants who believed there were insufficient resources and staff available at their workplace. Of the participants, 15.21% agreed that their co-workers listened and valued their suggestions while working, but 38.04% disagreed. Regarding career advancement, 9.18% of the participants indicated there were no opportunities for them. Lastly, when the participants were asked about training and development programs, 13.13%, indicated there were not a lot of opportunities for training and development programs in the hospitality industry.

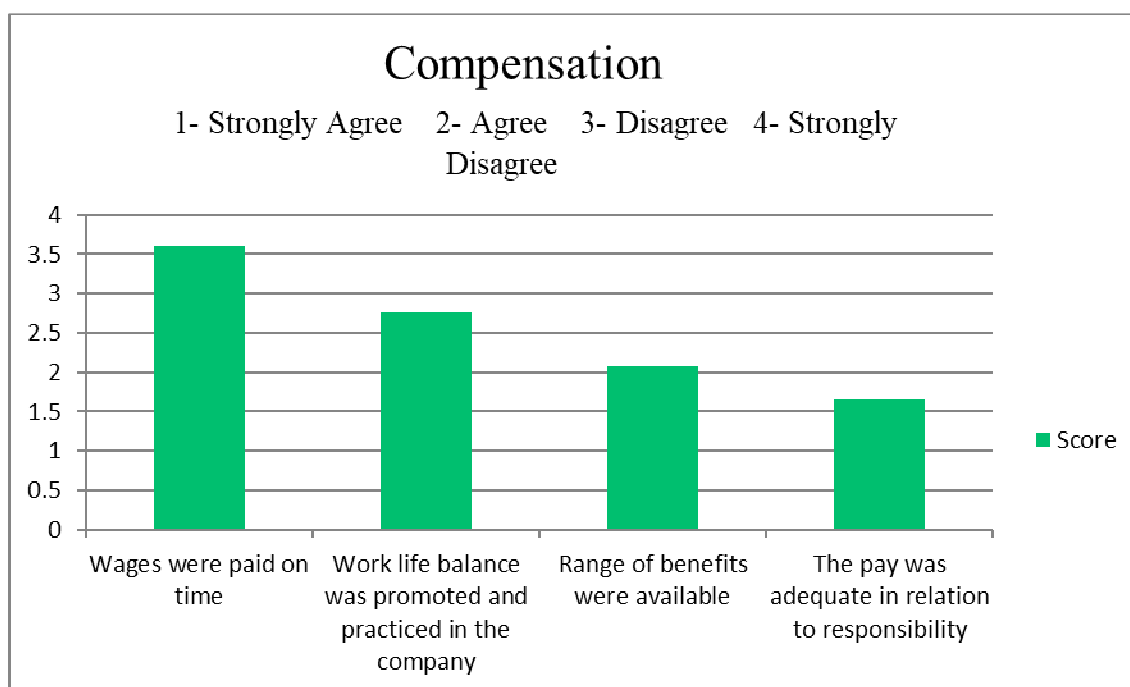


Figure 5. Histogram representing employee compensation responses

Based on the graph, the participants had an issue with compensation from the hospitality industry: 18% of participants agreed that wages were paid on time and 73.20% strongly agreed. Clearly, the hospitality industry paid the employees' wages promptly. The next statement asked if the company promoted and practiced work-life balance:

20.65% of participants disagreed, and 13.04% strongly disagreed. The third statement asked if there were a range of benefits available to participants: 38.54% disagreed on whether a range of benefits were available to participants. The last statement asked the participants if the pay was adequate in relation to responsibility: 36.08% disagreed therefore the participants did not receive the correct payment for the type of work performed.

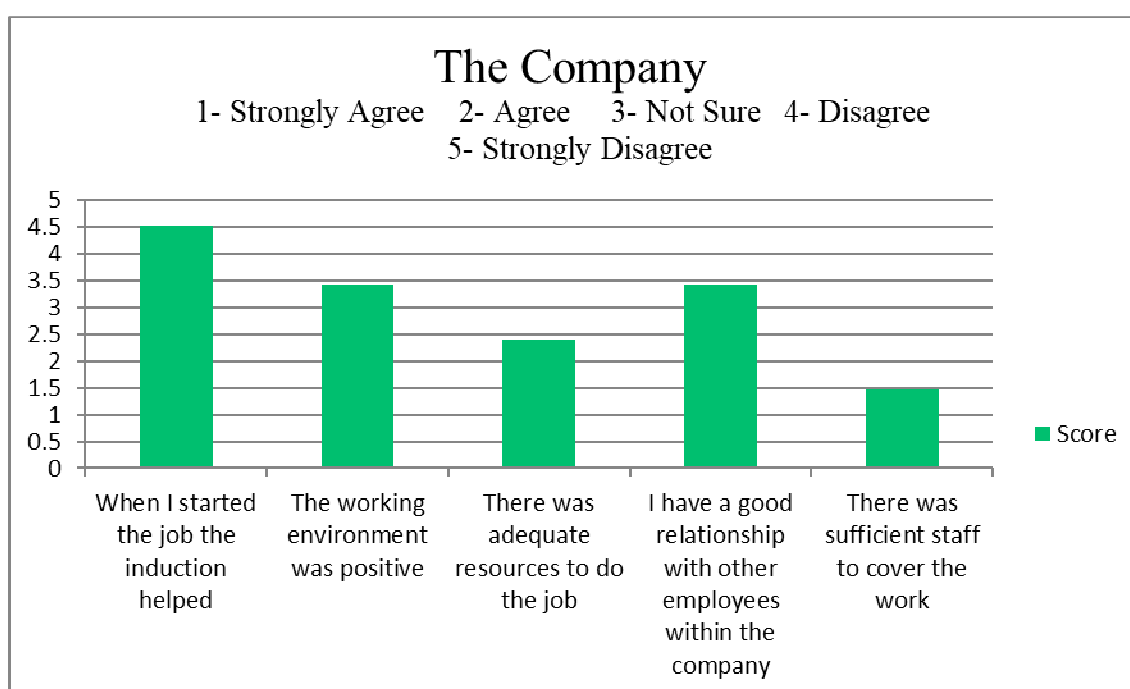


Figure 6. Histogram representing the company

The first statement asked participants if the induction offered when they started their job helped: 88.04% of participants agreed with this statement. The next statement asking whether the working environment was positive, 48.42% agreed. Next, the survey asked if there were adequate resources to do the job: 8.51% agreed with the statement confirming there were enough resources to do the job. The next statement seeks to find out whether good relationships existed between employees in the hospitality industry:

37.76% of participants agreed and 15.31% strongly agreed with the statement. Lastly, this statement asked if there were sufficient staff to cover the workload: 68.24% of participants agreed with the statement. The results indicated that there was sufficient staff however, there were not enough resources to the job.

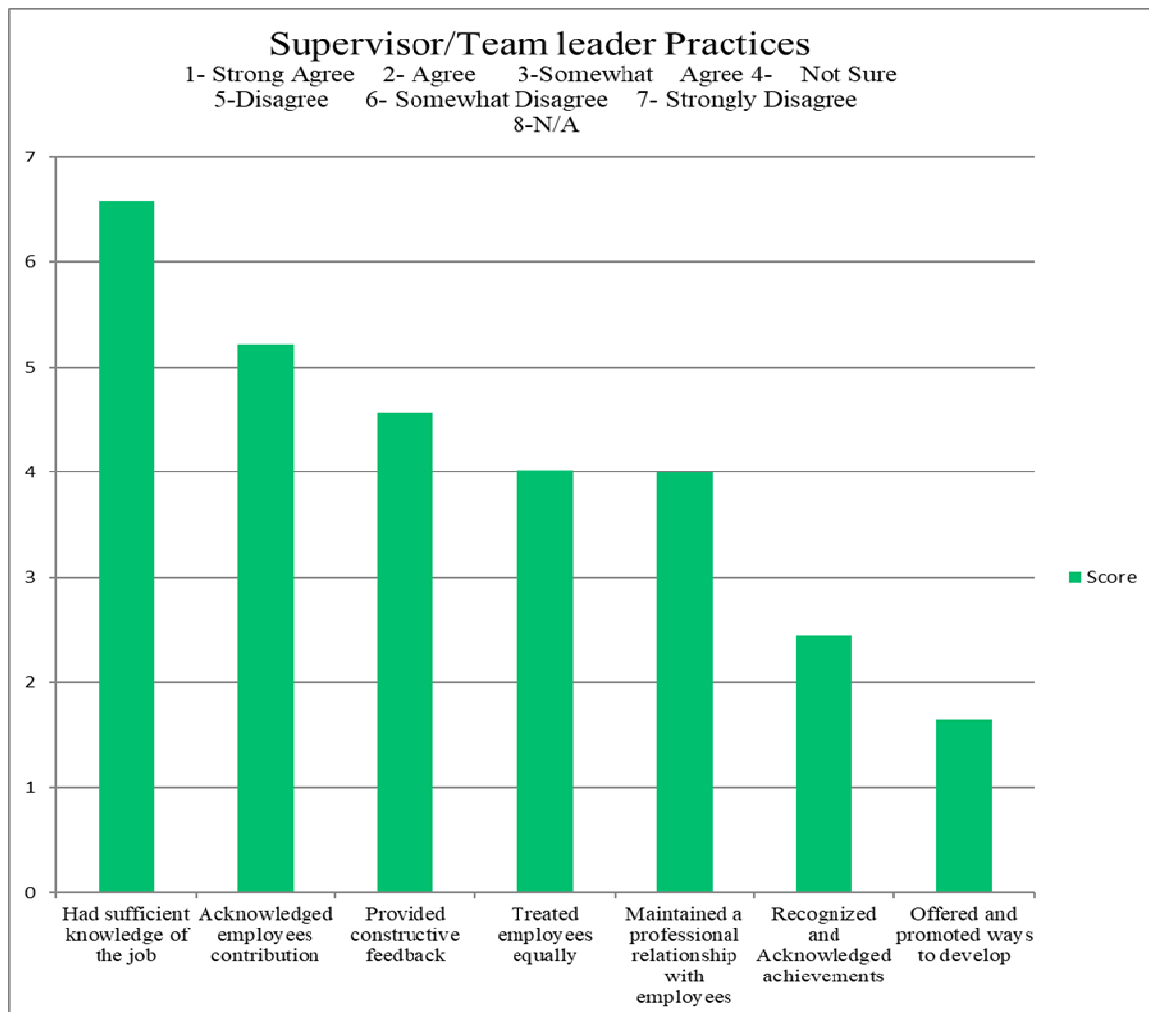


Figure 7. Histogram representing supervisor practices.

The survey asked if their supervisor or team leader had sufficient knowledge of the job: 79.17% agreed with the statement. However, 2.08% disagreed with the statement stating that the supervisor lacked the knowledge of their job. The next statement seeks to

find out if the supervisor acknowledged an employee's contribution. There were uncertainties in the response as 10.75% disagreed and 7.53% were unsure. When asked if their supervisors provided constructive feedback, 26.32% agreed while 10.53% disagreed. Another question asked was if the employees supervisors treated them equally: 23.66% disagreed with the statement. The survey then requested the participants to state whether the supervisors maintained professional relationship with the employees: 16.49% agreed with the statement. When asked if the supervisor recognized and acknowledged achievements, 12.90% of the participants disagreed and 4.30% agreed. Lastly, 2.08% disagreed with the statement that asked whether the supervisor offered and promoted ways to develop employees. A total of 4.17% participants agreed with this statement.

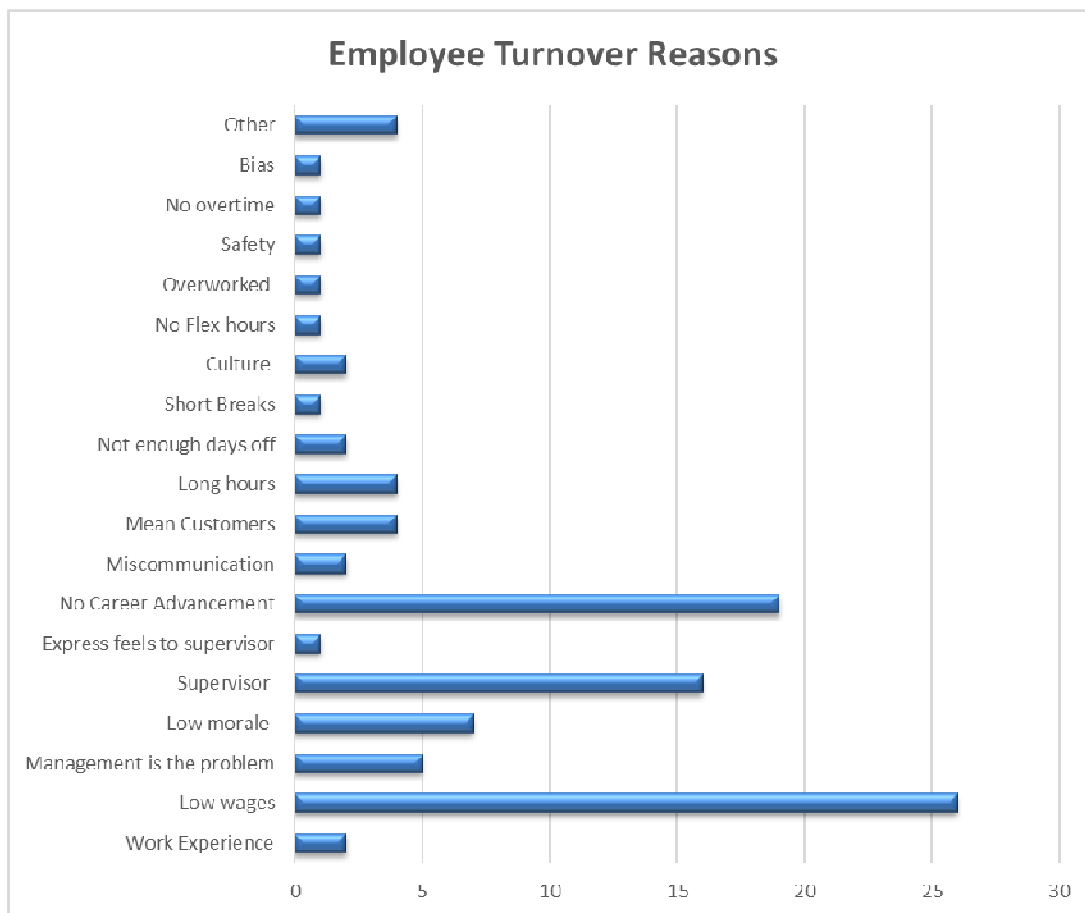


Figure 8. Most common reasons why individuals leave the hospitality industry.

The most common answer given, by 26% of participants was that they left the hospitality industry because of low wages. The next common answer received was there was no room for career advancement with 19% of participants giving this a reason for leaving the hospitality industry. Participants left the industry for a better career opportunity. Employers need to be looking at why they could not offer the employee a better career opportunity such as training or promotion to a managerial position.

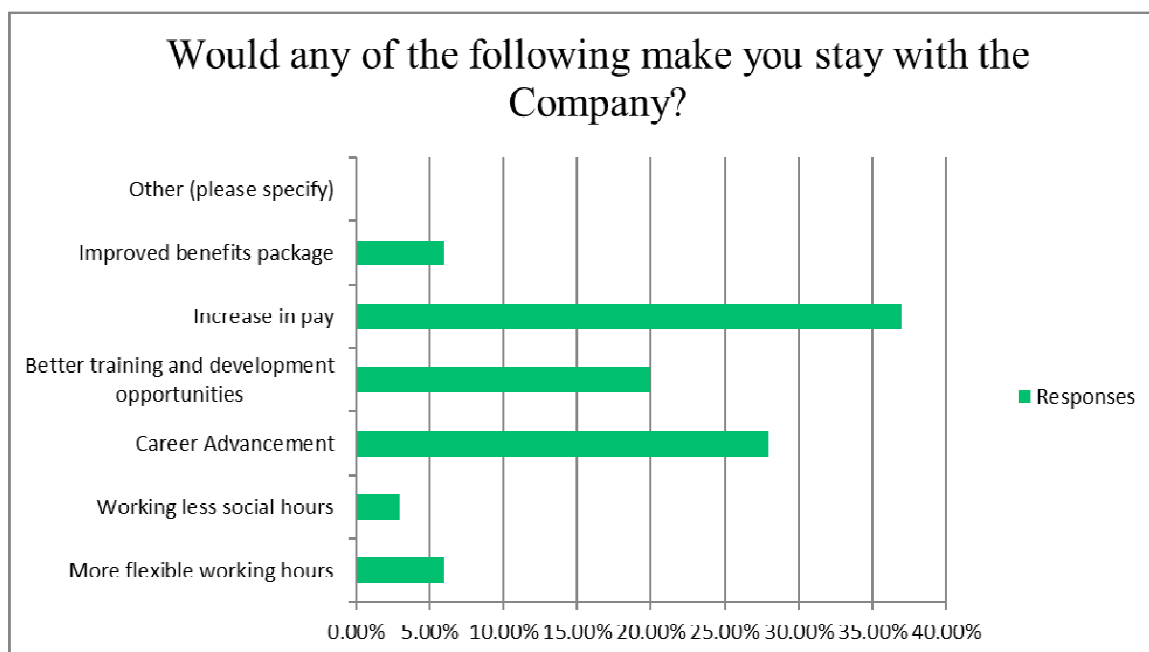


Figure 9. A graph representing the reasons why the participants might have stayed with the company. Based on the results, the main factor is an increase in pay.

This question was used to identify the main reason why the participants would continue to work with the hospitality industry. The analysis identified by asking this question played a major role in the determining the major issues causing high employee turnover in the hospitality industry. A total of 37% of participants stated that an increase in pay would have made them stay longer with the company. Clearly, there were major issues with the level of pay these participants received. Next, 28% stated that career advancement would have made them continue to work with the company. A total of 20% stated that better training and development opportunities would have made them continue to work with the company. A total of 6% said more flexible working hours while 3% stated working less social hours. There were 6% of participants who stated that improved benefits packages would have made them continue to work with the company.

Pearson Product-Moment Correlation Coefficient

The finding in this study derived from the 100 participants who completed the survey. Participants comprised of individuals who worked in the hospitality industry on the island of St. Croix, United States Virgin Islands. Participants responded to the Employee Turnover survey. An analysis of data proved to be help determine whether the variables have a significant relationship. The null hypotheses is: No significant relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The alternative hypothesis is: A significant relationship between employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry.

The purpose of the data analysis was to determine whether there was a statistically significant relationship between the predictor variables and criterion variable to accept or reject the provided hypotheses using the confidence level of p value, which must reach the significant level of less than .05 or .005, .01 or .001 (Green & Salkind, 2011). The strength level of the variable relationship can be small (.10), medium (.30), and large (.50) regardless of sign. Pearson product-moment correlation coefficient can range from -1 to +1. If r is positive, this polarity means each variable has the same effect with each other. If r is negative, one variable has a contrast effect on the other. Zero correlation suggests no relationship existed between two variables (Green & Salkind, 2011). Table 4 shows the correlation coefficient results between employee perceptions of work experience, employee compensation, supervisory practices, and employee turnover.

Inferential Results

I conducted correlation and multiple regression analyses to examine the relationships between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The purpose of the examination was to determine if there was a statistically significant relationship between the variables to accept or reject the research hypothesis. The results of the Pearson correlation (Table 5) revealed statistically significant correlations between employee turnover and all predictor variables (employee perceptions of work experience, supervisory practices, employee compensation).

Table 5

Pearson Product-Moment Correlation Coefficients Between Predictor Variables and Employee Turnover

Predictor variables	Employee turnover (criterion)	Correlations r
Employee perceptions of work experience	Employee turnover	-.268
Employee compensation	Employee turnover	-.289
Supervisory practices	Employee turnover	-.407

Note. $N = 100$. All correlations were significant at the $p < .001$ level.

Table 6

Regression Analysis Summary for Predictor Variables and Employee Turnover

Variable	B	SE	β	t	P	B95% Bootstrap CI
Employee turnover	6.74	0	0.00	5.58	0.00	[4.33, 9.14]
Employee compensation	3.19	0.09	0.58	1.61	0.02	[-0.75, 7.15]
Supervisory practices	-3.46	0.03	-0.99	-4.11	0.00	[-5.14, -1.79]
Employee perceptions of work experience	0.11	0.08	0.54	0.19	0.04	[-1.06, 1.29]

Note. $N = 100$

Predictive relationships to the criterion variable. The positive slope for employee compensation (3.19), as a predictor of employee turnover, indicated a 3.19% increase in employee turnover for each additional one-unit decrease in employee compensation. The negative slope for supervisory practices (-3.46), as a predictor of employee turnover, indicated there was a 3.46% decrease in employee turnover for each additional one-unit increase in supervisory practices. The positive slope for employee perceptions of work experience (0.11), as a predictor of employee turnover, indicated there was a 0.11% increase in employee turnover for each additional one-unit decrease in employee perceptions of work experience. Employee turnover (criterion variable) tended to decrease as supervisory practices (predictor variables) increased. Also, employee

turnover (criterion variable) tended to increase as employee compensation and employee perceptions of work experience (predictor variables) decreased.

Analysis summary. The null hypothesis was there is no statistically significant relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The alternative hypothesis was there are statistically significant relationships between employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover in the hospitality industry. The results of the correlations and multiple regression tests performed on the data collected from the 100 employees in the hospitality industry indicated the presence of statistically significant relationships between employee turnover and all the predictor variables in the study. Therefore, it is acceptable to reject the null hypothesis and conclude that there are statistically significant relationships between variables in this study.

The research included testing the hypotheses through correlation and multiple regression statistics. The results of the correlation analysis showed that the three predictors had a statistically significant relationship with employee turnover in the hospitality industry. The findings from the linear multiple regression showed that the model consists of the three predictors, employee perceptions of working experience, supervisory practices, employee compensation. The model as a whole was able to predict employee turnover, $F(3, 100) = 9.08, p < .000, (R^2) = 0.22$. Therefore, it is acceptable to reject the null hypothesis. The conclusion from this analysis showed that the three

variables, employee perceptions of working experience, supervisory practices, employee compensation were significantly related to employee turnover.

Theoretical conversation of findings. The discussions of the results of this study include the interpretations of the findings in the context of the theoretical framework, using the motivation theory by Herzberg that was a guide for this study. The theoretical framework for this study was Herzberg's (1966) two-factor motivation-hygiene theory, emphasizing job satisfaction as an important consideration of organization leaders to reduce employee turnover. Reducing employee turnover enables industry leaders in their efforts to maintain long-term growth and profitability (Bryant & Allen, 2015). Herzberg's theory, as well as the model presented in this study, helps explain the findings involving employee perception of work experiences, supervisory practices, and employee compensation in relation to employee turnover. The application of the motivation-hygiene theory to my research yielded a higher level of understanding of the patterns of the interrelationships between the study variables.

Teoh et al. (2016) found that employee perceptions of supervisory practices, including supportive manager behaviors (SMB), are a significant predictor of job employee turnover. Consequently, organizational leaders and supervisors must use effective leadership approaches, which is critical for influencing staff member's motivation, thus decreasing employee turnover. Teoh et al. (2016) supported the findings of this study and found that employee perceptions of work experience are a significant predictor of employee turnover.

The predictor variable supervisory practices with employees were found to be statistically significant of employee turnover. Tu and Lu (2016) found that building relationships with staff enable leaders to reduce employee turnover, therefore contradicting the findings of the study. Mohamed (2014) stated employee perceptions of supervisory practices with employees are correlates of employee turnover. Similarly, Hansen, Byrne, & Kiersch (2014) found that supervisory practices correlate with employee turnover.

The results of the correlation tests between employee compensation and employee turnover stated based on the views expressed by participants in this study, a statistically significant relationship exists which represents a negative relationship between employee compensation and employee turnover in the hospitality industry. Misra et al. (2013) stated employee compensation can affect retention and overall employee turnover. The finding in this study is consistent with the reported results of Misra et al (2013) who revealed that employee compensation has a significant negative relationship to hospitality employee turnover. Compensation is vital for retaining valuable employees however, compensation does not single-handedly guarantee an employee will stay with an organization. Most of the employees remain in these positions to support their families due to there being no additional sources of income. Based on research, there was a high level of organization constraints hindering hospitality employees due to the inability to offer higher pay incentives. The findings from testing the hypothesis are consistent with the Herzberg's (1959) motivation-hygiene theory, which stated that compensation is a

determining factor of employee job satisfaction; perceptions of low compensation could ultimately lead to high employee turnover.

As a result, high employee turnover in the hospitality industry, supported by the findings in this study, Chang et al. (2013) suggested a leader scholarly focus remains on employee recruitment, retention, and turnover in the hospitality industry. The findings of this study indicate that there is a statistically significant relationship between the three predictor variables and employee turnover of the employees in the hospitality industry who participated in this study. In the effort to extend the motivation-hygiene theory advanced by Herzberg (1966), the correlation and regression results in this study reflected the additive influence of the constructs (employee perceptions of work experience, supervisory practices, and employee compensation) in relation to employee turnover in the hospitality industry.

Applications to Professional Practice

Managers must invest time to get to know direct reports and learn which factors have an impact on which employees (Issa Eid, 2016). The results of this study include the relatively negative correlation between employee perceptions of work experiences and employee turnover. Recognizing employees for achievements can influence staff members to perform well. The applications of this finding to professional practices include the opportunity to determine employee perceptions of work experiences to improve employee work experiences, which may lead to the reduction of voluntary employee turnover in the hospitality industry.

Employee compensation correlated negatively with employee turnover in this study. The ratings from the participants regarding compensation were collectively more negative than neutral, in comparison to the scale midpoint. Applications of this finding to professional practices could involve the determination of optimal compensation scales that could improve hospitality employees' perceptions of favorable compensation conditions and reduce employee turnover in the hospitality industry.

Supervisory practices correlated negatively with employee turnover in this study. Leaders must understand and analyze the correlates of employee turnover to become better equipped to reduce turnover. According to Alkahtani (2015), identifying the factors that predict staff member's intent to leave can prepare leaders to implement the appropriate strategies to minimize the cost of employee turnover and retain workers. The applicability of the findings with respect to professional practice could reduce the costs associated with the turnover of the hospitality industry. Leaders that use retention strategies and focus on influencing workers can minimize turnover and reduce the cost associated with employee turnover.

Implications for Social Change

The findings in this study applied to individuals, communities, organizations, and society. Retaining skilled employees is essential to the growth, sustainability, and economic well-being of all businesses, including the hospitality industry. Hospitality employee retention reduces the costs associated with recruiting, hiring, and training new workers. Therefore, understanding the factors that lead to employees leaving their jobs is necessary for organization survival. The results of this study indicate that employee

perceptions of work experience, supervisory practices, employee compensation, and employee turnover are significant factors related to hospitality employee turnover. The extension of the study of factors involved with turnover serves as the basis for the development of solutions to the problem. Understanding how employee perceptions of work experience, supervisory practices, and employee compensation influences employee turnover are vital for hospitality leaders. By utilizing effective employee retention strategies and recognizing the factors that increase motivation may lead to a reduction in employee turnover and a decrease in costs associated with turnover.

Implications to organizations and customers derive from the idea that hospitality leaders must understand the loss of valuable workers impact service quality, which could cause financial distress to organizations. An organization may struggle to provide quality and excellent services to its customers without skilled workers. Implementing strategies to reduce employee turnover in the hospitality industry can lead to healthier and more profitable organizations that serve a purpose for members of society. Decreasing employee turnover include increased success within the hospitality industry, which might positively influence productivity, raise customer satisfaction, and ultimately increase organizational profits.

As a practical implication for social change, organizational leaders can apply the research from this study to develop a better understanding of strategies to implement to motivate employees and reduce employee turnover. According to Mishra & Garg (2017), individuals with a positive perception of work experience demonstrate emotional well-being, earn a higher salary, and uphold a positive relationship with their family,

community, organization, and society. By implementing strategies to reduce employee turnover, lower unemployment, and maintain job continuity, which improves organizational commitment. Business leaders can use and implement retention strategies to retain staff, improve employees' work experience, increase employee motivation, and increase productivity.

Recommendations for Action

The findings of this research show that employee perceptions of working experience, supervisory practices, and employee compensation are essential factors to employees that may affect the community and environment in which they work. Employee turnover among hospitality employees affects an organization in several ways and threatens the quality of service to the customers. Parakandi and Behery (2016) stated organizational leaders are increasingly becoming aware of the need to have strategies and policies that could lead to a sustainable workforce. Based on the results of the study, I recommend that organizational leaders implement strategies to enhance employees' positive perceptions of work experience, supervisory practices, and employee compensation, as they are significant predictors of turnover in the hospitality industry. Another key recommendation was that implementing policies and strategies to retain skilled workers could reduce hospitality employee turnover.

The results of this study presented a foundation on which hospitality leaders can bring awareness and build turnover reduction strategies to retain skilled workers. A recommendation for action could potentially involve the implementation of a mentoring program and recognizing employees' work. Leaders in the hospitality industry who apply

their understanding of business practices may reduce employee turnover and the costly and disruptive results of employee turnover to organizations.

Recommendations for Further Research

This research study focused on studying employees in the hospitality industry on the island of St. Croix, U.S. Virgin Islands. Other research should study the age of hotel staff and whether they as a generation who does not plan on making this job a career, as opposed to older generations who believe in a job for life. Further research can also include researching as to whether locals are hired faster than nonresidents in the hotel industry. Most of the participants in this study were females because it reflects the gender split with the hospitality industry. Other recommendations for further research involve the type of research method used on the topics of employee perceptions of working experience, supervisory practices, employee compensation, and employee turnover. By utilizing a mixed method study a researcher will be able to determine the quantitative employee turnover rate and the qualitative reasons why employees leave their jobs.

In this study, the correlational quantitative method was used to determine the relationships between three variables and to answer the hypotheses. An internet-based survey was used to address the hypotheses based on the opinions of the hospitality employees. The survey questionnaire used in this study was a Likert-type scale where participants could select the answer based on their understanding, which limited participants to express their feelings and opinions about employee turnover. That is why using personal interviews with semi structured design may help improve the outcome. By using semi structured interviews, the participants could explain their feelings and

experiences in a meaningful way than just answering the questions by using an ordinal scale.

Reflections

My doctoral study experience has been challenging and very rewarding. This process taught me how to be patient. While working on the doctoral study, I was truly committed to ensuring a healthy balance between school, life, and work. I surrounded myself with other DBA students that were motivated and engaged in their coursework. I began to understand that completing each step in the process is a contribution to my growth and development as a scholar. The experience of conducting this quantitative correlational study strengthened my skills and knowledge. As a result of this study, I now understand the correlation between employee turnover and strategies that business leaders can use to mitigate the issue. After conducting the study, I gained a better understanding of planning, analyzing, collecting, and interpreting the data from survey participants. I am grateful for the opportunity to work with my committee on completing the study. Going through this doctoral study process showed me that hard work and determination truly pays off.

Conclusion

Employee turnover is a problem for organizations and is one of the challenges human resource managers and business leaders face (Asimah, 2018). Turnover in the hotel industry causes loss of productivity and increased cost of replacing employees. Because of the seasonal nature of the job, long work hours, and related pressures, the turnover rates for employees remain high in the hotel industry (Chen & Wu, 2017).

Direct and indirect costs associated with employee turnover among hospitality employees combine to make turnover costly to organizations. The purpose of this quantitative correlational study was to examine the relationship between employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. The study utilized a Likert-type scale to determine if there were statistically significant relationships between the predictor variables and criterion variable in the study. The results of 100 surveys for hospitality employees were the statistical basis for the study. The findings from the study may motivate hospitality leaders to take appropriate actions to reduce employee turnover and future researchers could investigate the problem by adding additional variables that may predict employee turnover within the hospitality industry.

References

- Abro, M. M. Q., Khurshid, M. A., & Aamir A. (2015). The use of mixed-methods in management research. *Journal of Applied Finance and Banking*, 5(2), 103-108. Retrieved from <http://www.scienpress.com/>
- Acharya, G. & Siddiq, A. (2017). A study on employee turnover in hospitality industry in D.K. District, Karanataka (Master's thesis). Available from ProQuest Dissertations and Theses database. (UMI No. 321973616)
- Akoeng, A. (2016). Understanding Type I and Type II errors, statistical power and sample size. *Acta Paediatrica*, 105, 605-609. doi:10.1111/apa.13384
- Albers, M. (2017). Quantitative data analysis. *Journal of Technical Writing and Communication*, 47, 215-233. doi:1177/0047281617692067
- Alfayad, Z., & Arif, L. S. M. (2017). Employee voice and job satisfaction: An application of Herzberg's two-factor theory. *International Review of Management and Marketing*, 7, 150-156. Retrieved from <http://www.econjournals.com/>
- Alkahtani, A. H. (2015). Investigating factors that influence employees' turnover intention: A review of existing empirical works. *International Journal of Business and Management*, 10(12), 152-166. doi:10.5539/ijbm.v10n12p152
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99-118. doi:10.1177/014920630302900107

- Al Mamun, C. & Hasan, N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15, 63-71. doi:10.21511/ppm.15(1).2017.06
- Alolayan, F. S., & Saidi, H. A. (2015). Salespeople motivation and job satisfaction: Evaluation of female salespeople in Saudi Arabia. *International Journal of Marketing Studies*, 7, 130-136. doi:10.5539/ijms.v7n6p130
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5). 12-16. Retrieved from <http://www.lifesciencesite.com/>
- Amankwaa, A., & Anku- Tsede, O. (2015). Linking transformational leadership to employee turnover: The moderating role of alternative job opportunity. *International Journal of Business Administration*, 6, 19-25. doi:10.5430/ijba.v6n4p19
- Ameliya, R. & Febriansyah, H. (2017). The significant factors of employee turnover case study: ABC hotel. *Journal of Business and Management*, 6(2), 239-249. Retrieved from <http://www.journal.sbm.itb.ac.id/>
- Amzat, I. H., Don, Y., Fauzee, S. O., Hussin, F., & Raman, A. (2017). Determining motivators and hygiene factors among excellent teachers in Malaysia: An experience of confirmatory factor analysis. *International Journal of Educational Management*, 31, 78-97. doi:10.1108/ijem-03-2015-0023
- Anthoine, E., Moret, L., Regnault, A., Sebille, V., & Hardouin, J. B. (2015). Sample size used to validate a scale: A review of publications on newly-developed patient

reported outcomes measures. *Health and Quality of Life Outcomes*, 12(1), 1-10.

doi:10.1186/s12955-014-0176-2

Antwi, S., & Hamza, K. (2015). Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European Journal of Business and Management*, 7(3), 217-225. Retrieved from <http://www.iiste.org/>

Arnoux-Nicolas, C., Sovet, L., Lhotellier, L., Di Fabio, A., & Bernaud, J. (2016).

Perceived work conditions and turnover intentions: The mediating role of meaning of work. *Frontiers in Psychology*, 7, 704-720.

doi:10.3389/fpsyg.2016.00704

Asimah, V. (2018). Factors that influence labor turnover intentions in the hospitality

industry in Ghana. *African Journal of Hospitality, Tourism and Leisure*, 7(1), 1-11. Retrieved from <https://www.ajhtl.com/>

Awang, A., Amir, A., & Osma, W. (2015). Job behavioral factors and turnover intention:

A case study at Sime Darby Property Limited. *International Journal of Advances in Management and Economics*, 2(6), 103-115. Retrieved from

<http://www.managementjournal.info/>

Babakus, E., Yavas, u., & Kaatepe, O. (2017). Work engagement and turnover intentions:

Correlates and customer orientation as a moderator. *International Journal of*

Contemporary Hospitality Management, 29, 1580-1598. doi:10.1108/IJCHM-11-

2015-0649

- Badubi, R. (2017). Theories of motivation and their application in organizations: A risk analysis. *International Journal of Innovation and Economic Development*, 3, 44-51. doi:10.18775/ijied.1849-7551-7020.2015.33.2004
- Bainbridge, H.J., Saunders, K., Cugin, J. A., & Lin, C. (2017). The pervasiveness and trajectory of methodological choices: A 20-year review of human resource management research. *Human Resource Management*, 56, 887-913. doi:10.1002/hrm.21807
- Baumeister, R. F. (2016). Toward a general theory of motivation: Problems, challenges, opportunities, and the big picture. *Motivation and Emotion*, 40, 1-10. doi:10.1007/s11031-015-9521-y
- Beck, T. W. (2013). The importance of a priori sample size estimation in strength and conditioning research. *Journal of Strength & Conditioning Research*, 27, 2323-2337. doi:10.1519/JSC.0b013e318278eea0
- Bedford, D. S., & Malmi, T. (2015). Configurations of control: An exploratory analysis. *Management Accounting Research*, 27, 2-26. doi:10.1016/j.mar.2015.04.002
- Belete, A. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1-7. doi:10.4172/2169-026X.1000253
- Bhandari, S. B., & Iyer, R. (2015). Predicting business failure using cash flow statement-based measures. *Managerial Finance*, 39, 667-676. doi:10.1108-03074351311323455

- Biswakarma, G. (2016). Organizational career growth and employees' turnover intentions: An empirical evidence from Nepalese Private Commercial Banks. *International Academic Journal of Organizational Behavior and Human Resource Management*, 3, 10-26. Retrieved from <http://www.iaiest.com/>
- Bryant, P. C., & Allen, D. G. (2015). Compensation, benefits and employee turnover HR strategies for retaining top talent. *Compensation and Benefits Review*, 45, 171-175. doi:10.1177/088636871349434
- Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford, UK: Oxford University Press.
- Buckingham, M., & Coffman, C. (2007). *First, break all rules: What the world's greatest managers do differently*. New York, NY: Simon & Schuster. Print.
- Bureau of Labor Statistics (2014). *Job openings and labor turnover survey highlight*. U.S. Bureau of Labor Statistics Reports. Retrieved from <http://www.bls.gov/jlt>
- Bureau of Labor Statistics (2015). *Labor turnover survey highlight*. U.S. Bureau of Labor Statistics Reports. Retrieved from <http://www.bls.gov/jlt>
- Buttigieg, S. C., & West, M. A. (2015). Senior management leadership, social support. Job design and stressor-to-strain relationships in hospital practice. *Journal of Health Organization and Management*, 27, 171-192. doi:10.1108/14777261311321761
- Caruth, G. (2013). Demystifying mixed-methods research design: A review of the literature. *Mevlana International Journal of Education*, 3, 112-122. doi:10.13054/mije.13.35.3.2

- Chang, W. A., Wang, Y., & Huang, T. (2013). Work design-related antecedent of turnover intentions: A multilevel approach. *Human Resource Management, 52*(1), 1-26. doi:10.1002/hrm.21515
- Chao, M. C., Jou, R. C., Liao, C. C., & Kuo, C. W. (2015). Workplace stress, job satisfaction, job performance, and turnover intention of health care workers in rural Taiwan. *Asia Pacific Journal of Public Health, 27*, 1827-1836. doi:10.1177/1010539513506604
- Chen & Wu. (2017). Improving the turnover intention of tourist hotel employees: Transformational leadership, leader-member exchange, and psychological contract breach. *International Journal of Contemporary Hospitality Management, 29*, 1914-1936. doi:10.1108/IJCHM-09-2015-0490
- Chen, Y. C. (2010). Structural investigation of the relationship between working satisfaction and employee turnover. *The Journal of Human Resource and Adult Learning, 6*(1), 41-50. Retrieved from <http://www.hraljournal.com/>
- Cho, E., & Kim, S. (2015). Cronbach's coefficient alpha: Well-known but poorly understood. *Organic Research Methods, 18*, 207-230. doi:10.1177/1094428114555994
- Christeen, G. (2015). Retaining professional workers: What makes them stay? *Employee Relations, 37*, 102-121. doi:10.1108/ER-10-2013-151
- Chu, H. & Kuo, T (2015). Testing Herzberg's two-factor theory in educational settings in Taiwan. *Journal of Human Resource and Adult Learning, 11*(1). 54-65. <http://www.hraljournal.com/>

- Cleary, M., Horsfall, J., & Hayter, M. (2015). Data collection and sampling in qualitative research: Does size matter? *Journal of Advanced Nursing*, *70*, 473-475.
doi:10.1111/jan.12163
- Cohen, G., Blake, R. S., & Goodman, D. (2015). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration* *36*, 240-263.
doi:10.1177/0734371x15581850
- Cokley, K., & Awad, G. H. (2015). In defense of quantitative methods: Using the master's tools" to promote social justice. *Journal for Social Action in Counseling and Psychology*, *5*(2), 26-41. Retrieved from <https://www.openjournals.bsu.edu/>
- Cooper, D. R., & Schindler, P.S. (2014). *Business research methods* (12th ed.). New York, NY: McGraw-Hill.
- Cross, J., Pickering, K., & Hickey, M. (2015). Community-based participatory research, ethics, and Institutional Review Boards: Untying a Gordian knot. *Critical Sociology*, *41*, 1007-1026. doi:10.1177/0896920513512696
- Dalluay, V., Jalagat, R., Al Zadjali, A., & Al-Abdullah, A. (2017). The impacts of job satisfaction on employee turnover: A case studying of Oman Air in Sultanate of Oman. *European Academic Research*, *5*(1). 331-374. Retrieved from <http://www.euacademic.org/>
- Das, B. & Baruah, M. (2013). Employee Retention: A Review of Literature. *Journal of Business and Management* *14*(2), 8-16. Retrieved from <http://www.iosrjournals.org/>

- Dasgupta, S., A., Suar, D., & Singh, S. (2015). Managerial communication practices and employees' attitudes and behaviours. *Corporate Communications, 19*, 287-302. doi:10.1108/ccij-04-2013-0023
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management, 27*, 453-472. doi:10.118/IJCHM-12-2013-0538
- Delorme, P., Michaux, P. L., Liquet, B., & Riou, J. (2016). Type-II generalized family wise error rate formulas with application to sample size determination. *Statistics in Medicine, 35*, 2687-2714. doi:10.1002/sim.6909
- Demirtas, O., & Akdogan, A. A. (2015). The effect of ethical leadership on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics, 130*, 59-67. doi:10.1007/s10551-014-2196-6
- Dhanpat, N., Modau, F.D., Lugisani, P., MaboJane, R., & Phiri, M. (2018). Exploring employee retention and intention to leave within a call centre. *SA Journal of Human Resource Management, 16*, 905. doi:10.4102/sajhrm.v16i0.905
- DiPietro, R. B., & Condly, S. J. (2007). Employee turnover in the hospitality industry: An analysis based on the CANE Model of Motivation. *Journal of Human Resources in Hospitality & Tourism, 6*(1), 1-22. doi:10.1300/J171v06n01_01
- Drysdale, M. T. B., Frost, N., & McBeath, M. L. (2015). How often do they change their minds, and does work-integrated learning play a role? An examination of 'major changers' and career certainty in higher education. *Asia-Pacific Journal of Cooperative Education, 16*(2), 145-152. Retrieved from <http://www.eric.ed.gov/>

- Dwesini, N. (2019). Causes and prevention of high employee turnover within the hospitality industry: A literature review. *African Journal of Hospitality, Tourism, and Leisure*, 8(3), 1-15. Retrieved from <http://www.ajhtl.com/>
- Enslin, C., & Schulz, D. (2015). Effects of mentoring on perceived career development, retention, and advancement in organizations. *The Exchange*, 4(1), 22-32. Retrieved from <http://ww.ssrn.com/>
- Faldetta, G., Fasone, V., & Provenzano, C. (2013). Turnover in the hospitality industry: Can reciprocity solve the problem? *Pasos: Revista de Turismo y Patrimonio Cultural*, 11, 583-595. doi:10.25145/j.pasos.2013.11.052
- Fareed, K., & Jan, F. A. (2016). Cross-cultural validation test of Herzberg's two factor theory: An analysis of bank officers working in Khyber Pakhtunkhwa. *Journal of Managerial Sciences*, 10(2), 285-300. Retrieved from <http://www.qurtuba.edu/>
- Farrokhyar, M., Reddy, D., Poolman, R., & Bhandari, M. (2015). Practical tips of surgical research: Why perform a priori sample size calculation? *Canadian Journal of Surgery*, 56, 207-213. doi:10.1503/cjs.018012
- Fernandez, K. & Worasuwan, K. (2017). Drivers of hotel employee retention: A comparative study. *Universal Journal of Management*, 5, 497-501. doi:10.13189/ujm.2017.051101
- Gaianu, A. (2016). Motivational map. *Romanian Journal of Experimental Applied Psychology*, 7, 26-36. doi:10.15303/rjeap.2016.v7i13.a3

- Gellatly, I. R., Cowden, T. L., & Cummings, G. G. (2015). Staff nurse's commitment, work relationships, and turnover intentions: A latent profile analysis. *Nursing Research, 6*, 170-181. doi:10.1097/NNR.000000000000035t
- Gelling, L. (2016). Applying for ethical approval for research: The main issues. *Nursing Standard, 30*, 40. doi:10.7748/ns.30.20.40.s46
- Gellynck, X., Cardenas, J., Pieniak, Z., & Verbeke, W. (2015). Association between innovative entrepreneurial orientation, absorptive capacity, and farm business performances. *Agribusiness, 31*, 91-106. doi:10.1002/agr.21394
- George, C. (2015). Retaining professional workers: What makes them stay? *Employee Relations, 37*(1), 102-121. doi:10.1108/ER-10-2013-0151
- Gho, A. T., & Zhang, W. G. (2015). An improvement to MLR model for predicting liquefaction-induced lateral spread using multivariate adaptive regression splines. *Engineering Geology, 170*(20), 1-10. doi:10.1016/j.enggeo.2013.12.003
- Gkorezis, P., & Petridou, E. (2015). The effect of extrinsic rewards on public and private sector employees' psychological empowerment: A comparative approach. *The International Journal of Human Resource Management, 23*, 3596-3612. doi:10.1080/09585192.2011.639025
- Golshan, N., Kaswuri, A., Agashahi, B, Amin, M, & Ismail, W. (2017). Effects of Motivational Factors on Job Satisfaction: An Empirical Study on Malaysian gen-y Administrative and Diplomatic Officers 3rd. *International Conference on Advanced Management Science IPEDR, 19*(1), 1-7. Retrieved from <http://www.ipedr.com/>

- Greenhaus, J.H., Collins, K.M., Singh, R., & Parasuraman, S. (1997). Work and family influences on departure from public accounting. *Journal of Vocational Behavior*, 50, 249-270. doi:10.1006/jvbe.1996.1578
- Grobelna, A. (2015). Intercultural challenges facing the hospitality industry: Implications for education and hospitality management. *Journal of Intercultural Management*, 7, 101-117. doi:10.1515/joim-2015-0023
- Guchait, P. Cho, S. & Meurs, J. (2015). Psychological Contracts, Perceived Organizational and Supervisor Support: Investigating the Impact on Intent to Leave Among Hospitality Employees in India. *Journal of Human Resources in Hospitality & Tourism*, 14, 290-315. doi:10.1080/15332845.2015.1002070.
- Gunawan, J., Aunguroch, Y., & Nazliansyah, A. S. (2018). The lived experiences of becoming first-line nurse managers: A phenomenological study. *Iranian Journal of Nursing and Midwifery Research*, 23, 66-70. doi:10.4103/ijnmr.ijnmr_1_17
- Habib, N., Awan, S., & Sahibzada, A. (2017). Is Herzberg's two factor theory valid in the context of performance management system? A study of private banks of Pakistan. *Journal of Managerial Sciences*, 6, 183-198. Business Source Complete
- Hansen, A., Byrne, Z., & Kiersch, C. (2014). How interpersonal leadership relates to employee engagement. *Journal of Managerial Psychology*, 29, 953-972. doi:10.1108/jmp-11-2012-0343
- Hao, M. & Yazdanifard, R. (2015). How effective leadership can facilitate change in organizations through improvement and innovation. *Global Journal of*

Management and Business Research: Administration and Management, 15(9), 1-

6. Retrieved from <http://www.globaljournals.org/>

Heen, M., Lieberman, J., & Miethe, T. (2015). A comparison of different online sampling approaches for generating national samples. *Center for Crime and Justice Policy*, 2(1), 1-8. doi:10.13140/RG.2.2.24283.62243

Herzberg, F. (1965a). Job attitudes in the Soviet Union. *Personnel Psychology*, 18, 245-252. doi:10.1111/j.1744-6570.1965.tb00283.x

Herzberg, F. (1965b). The motivation to work among Finnish supervisors. *Personnel Psychology*, 18, 393-402. doi:10.1111/j.1744-6570.1965.tb00294.x

Herzberg, F. (1966). *Work and the nature of man*. Oxford, England: World.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York, NY: John Wiley & Sons.

Horga, G., Kaur, T., & Peterson, B. (2015) Annual research review: Current limitations and future directions of MRI studies of child and adult onset development psychopathologies. *Journal of Child Psychology and Psychiatry*, 55, 659-680. doi:10.1111/jcp.12185

Humphreys, M., & Jacobs, A. M. (2015). Mixing methods: A Bayesian approach. *The American Political Science Review*, 109, 653-673.

doi:10.1017/S0003055415000453

Hur, Y. (2017). Testing Herzberg's two-factor theory of motivation in the public sector: Is it applicable to public managers? *Public Organization Review*, 17(3), 1-15.

doi:10.1007/s11115-017-0379-1

- Hurley, R. F. (2015). An exploratory study of the effect of employee turnover on customer satisfaction. In E. Wilson & J. Hair (Eds.), *Proceedings of the 1997 Academy of Marketing Science (AMS) annual conference* (pp. 319-320). Baton Rouge, LA: Springer International.
- Hyysalo, S., Helminen, P. I. A., MAKinen, S., Johnson, M., Juntunene, J. K., & Freeman, S. (2015). Intermediate search elements and method combination in lead-user searches. *International Journal of Innovation Management*, 19(1), 1-41. doi:10.1142/S1363919615500073
- Inuwa, M. (2015). The impact of job satisfaction, job attitude and equity on employee performance. *The International Journal of Business & Management*, 3(5), 288-293. Retrieved from <http://www.theijbm.com/>
- Issa Eid, M. T. (2016). What do people want from their jobs? A dual factor analysis based on gender differences. *Journal of Social & Economic Statistics*, 5(1), 42-55. Retrieved from <http://www.ideas.repec.org/>
- Jayaweera, T. (2015). Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *International Journal of Business and Management*, 10, 271-278. doi:10.5539/ijbm.v10n3p271
- Jensen, J. (2018). Employee motivation: A leadership imperative. *International Journal of Business Administration*, 9(2), 93-98. Retrieved from <http://www.ijba.sciedupress.com/>

- Johnson, J. S. (2015). Broadening the application of mixed-methods in sales research. *Journal of Personal Selling & Sales Management, 35*, 334-345.
doi:10.1080/08853134.2015.1016953
- Jung, H. S., & Yoon, H. H. (2015). Understanding pay satisfaction: the impacts of pay satisfaction on employees' job engagement and withdrawal in deluxe hotel. *International Journal of Hospitality Management, 48*, 22-26.
doi:10.1016/j.ijhbm.2015.04.004
- Kaplan, R. M., Chambers, D. A., & Glasgow, R. E. (2015). Big data and large sample size: A cautionary note on the potential for bias. *Clinical and Translational Science, 7*, 342-346. doi:10.1111/cts.12178
- Karatepe, O. M., & Kilic, H. (2015). Does manager support reduce the effect of work family conflict on emotional exhaustion and turnover intentions? *Journal of Human Resources in Hospitality and Tourism, 14*, 267-289.
doi:10.1080/15332845.2015.1002069
- Kelly, P., Fitzsimons, C., & Baker, G. (2016). Should we reframe how we think about physical activity and sedentary behavior measurement? Validity and reliability reconsidered. *International Journal of Behavioral Nutrition and Physical Activity, 13*(1), 1-10. doi:10.1186/s12966-016-0351-4
- Kim, N. (2015). Employee turnover intention among newcomers in travel industry. *International Journal of Tourism Research, 16*, 56-64. doi:10.1002/jtr.1898

- Kirwan, Stephen (2014) *A Study Aiming to Identify the Factors that Lead to High Employee Turnover Within the Irish Hospitality Sector*. Master's Thesis, Dublin, National College of Ireland.
- Knani, M. (2014). Ethics in the hospitality industry: Review and research agenda. *International Journal of Business and Management*, 9(3), 1-8. Retrieved from <http://www.theijbm.com/>
- Ko, C., Ma, J, Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical leadership: An integrative review and future research agenda. *Ethics & Behavior*, 28, 104-132. doi:10.1080/10508422.2017.1318069
- Kosteli, M. C., Williams, S. E., & Cumming, J. (2016). Investigating the psychosocial determinants of physical activity in older adults: A qualitative approach. *Psychology & Health*, 31, 730-749. doi:10.1080/08870446.2016.1143943
- Krasniqi, L. (2018). Staff motivation research related to the main theory of motivation. *European Journal of Economics, Law and Social Sciences*, 2(1), 66-75. Retrieved from <http://www.iipcccl.org/>
- Kristensen, T. B., & Israelsen, P. (2014). Performance effects of multiple control forms in a lean organization: A quantitative case study in a systems fit approach. *Management Accounting Research*, 25, 45-62. doi:10.1016/j.mar.2013.10.001
- Kumar Das, K. & Mohapatra, P. (2015). A literature review on compensation management practices. *Scholars Journal of Economics, Business and Management*, 1(10), 428-433. <http://www.saspjournals.com/>
- Lachmann, M., Trapp, I., & Trapp, R. (2017). Diversity and validity in positivist

- management account research- A longitudinal perspective over four decades. *Management Accounting Research*, 34, 42-58. doi:10.1016/j.mar.2016.07.002
- Lakshminarayan, N. (2016). In how many ways may a health research go wrong? *Journal of the International Clinical Dental Research Organization*, 8, 8-13. doi:10.4103/2231-0754.176245
- Landers, R. N., & Behrend, T. S. (2015). An inconvenient truth: Arbitrary distinctions between organizational. Mechanical Turk, and other convenience samples. *Industrial and Organizational Psychology*, 8, 142-164. doi:10.1017/iop.2015.13
- Lazaroiu, G. (2015). Work motivation and organizational behavior. *Contemporary Readings in Law and Social Justice*, 7(2), 66-75. Retrieved from <https://www.addletonacademicpublishers.com/>
- Lee, C. C., & Chen, C. J. (2013). The relationship between employee commitment and job attitude and its effect on service quality in the tourism industry. *American Journal of Industrial and Business Management*, 3, 196-208. doi:10.4236/ajibm.2013.32025
- Li, Y., & Mei, Y. (2016). Effect of bivariate data's correlation on sequential tests of circular error probability. *Journal of Statistical Planning and Inference*, 171, 99-114. doi:10.1016/j.jspi.2015.11.001
- Lidblom, A., Kajalo, S., & Mitronen, L. (2015). Exploring the links between ethical leadership, customer orientation and employee outcomes in the context of retailing. *Management Decision*, 53, 1642-1658. doi:10.1108/md-04-2015-0126
- Lipi, R. (2015). The growth performance of small business under the view of life-cycle

- model. *Management Research and Practice*, 5(4), 58-67. Retrieved from <https://www.ideas.repec.org/>
- Liu, M., & Wang, Y. (2015). Data collection mode effect on feeling thermometer questions: A comparison of face-to-face and web surveys. *Computers in Human Behavior*, 48, 212-218. doi:10.1016/j.chb.2015.01.057
- Lo, M. L. (2016). You can only see what you have chosen to see. *International Journal for Lesson and Learning Studies*, 5, 170-179. doi:10.1108/ijlls-05-2016-0011
- Mahado, R., Cant, M. C., & Seaborne, H. (2015). Experiential marketing on brand advocacy: A mixed-method approach on global Apple product users. *The International Business & Economics Research Journal*, 13, 955-962. doi:10.19030/iber.vi13i5.8764
- Magro, M. J., Pbutok, V. R., & Ryan, S. D. (2015). How survey administration can affect response in electronic surveys. *Quality and Quantity*, 49, 2145-2154. doi:10.1007/s11135-014-0098-4
- Maidani, E. A. (1991). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, 20, 441-448. doi:10.1177/009102609102000405
- Mangi, A., Kanasro, H., & Burdi, M. (2015). Motivation tools and organizational success: A critical analysis of motivational theories. *Research Journal of Political Science*, 4(4). 51-62. Retrieved from <http://www.sujo.usindh.edu/>
- Mapelu, I., & Jumah, L. (2015). Effect of training and development on employee turnover in selected medium sized hotels in Kisumu City, Kenya. *Journal of*

- Tourism, Hospitality and Sports*, 1(23), 43-48. Retrieved from <http://www.iiste.org/>
- Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Thousand Oaks, CA: Sage.
- Marshall, T., Mottier, L., & Lewis, R. (2016). Motivational factors and the hospitality industry: A case study of examining the effects of changes in the working environment. *Journal of Business Case Studies*, 11, 123-132.
doi:10.19030/jbcs.v11i3.9289
- Mason, M., Delarue, J., Bouilot, S., Sieffermann, J. M., & Blumenthal, D. (2016). Beyond sensory characteristics, how can we identify subjective dimensions? A comparison of six qualitative methods relative to a case study on coffee cups. *Food Quality & Preference*, 47, 56-165. doi:10.1016/j.foodqual.2015.01.003
- Matei, M., & Abrudan, M. (2016). Adapting Herzberg's two factor theory to the cultural context of Romania. *Procedia-Social and Behavioral Sciences*, 221, 95-104.
doi:10.1016/j.sbspro.2016.05.094
- Mathieu, C., Fabi, B., Lacoursiere, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22, 113-129. doi:10.1017/jmo.2015.25
- Matsuo, M. (2015). Human resource development programs for knowledge transfer and creation: The case of the Toyota Technical Development Corporation. *Journal of Knowledge Management*, 19, 1186-1203. doi:10.1108/JKM-03-2015-0108
- Mauceri, S. (2016). Integrating quality into quantity: Survey research in the era of mixed-

- methods. *Quality and Quantity*, 50, 1213-1231. doi:10.1007/s11135-015-0199-8
- Mehrad, A. (2015). Role of Herzberg motivation-hygiene theory on explanation of job satisfaction among staff at organization. *International Journal of Information Research and Review*, 2(12), 1491-1492. Retrieved from <http://www.ijirr.com/>
- Mehrnoosh, M., & Jouzaryan, F. (2016). Examining the effects of inflation and unemployment on economic growth. *Procedia Economics and Finance*, 36, 381-389. doi:10.1016/S2212-5671(16)30050-8
- Merriam, S., & Tisdell, E. (2016). *Qualitative research: A guide to design and implementation* (4 ed.). San Francisco, CA: Jossey-Bass. 346.
- Mishra, M., & Grag, K. (2017). A study to identify the best predictor of organizational commitment in hotel industry. *Indian Journal of Science and Technology*, 10(31), 1-8. doi:10.17485/ijst/2017/v10i31/113854.
- Misra, P., Jain, S., & Sood, A. (2015). Compensation, impact of rewards and organizational justice on turnover intentions and the role of motivation and job satisfaction: A study of retail store operations in NCR. *International Journal of Human Resources Development and Management*, 13, 136-152. doi:10.1504/IJHRDM.2013.0554
- Mohamadzadeh, Z., Mortazavi, S., Lagzian, M., & Rahimnia, F. (2015). Toward an exploration of follower's implicit followership theories of Mashhad's large organizations using a qualitative approach. *Iranian Journal of Management Studies*, 8, 397-419. doi:10.22059/ijms.2015.53635

- Mohamed, R. K. M. H., Nor, C. S. M., & Dahalan, N. (2014). The relationship between human resource management practices, leader member exchange, psychological contract fulfillment, trade union and employee retention behavior. *International Journal of Academic Research in Business and Social Sciences*, 4(6), 174-185. doi:10.6007/IJARBS/v4-i6/939
- Mohanty, K., & Mohanty, S. (2015). An empirical study on the employee perception on work-life balance in hotel industry with special reference to Odisha. *Journal of Tourism and Hospitality Management*, 2, 65-81. doi:10.15640/jthm.v2n2a5
- Mohsin, A., Lengler, J., & Auguzzoli, R. (2015). Staff turnover in hotels: Exploring the quadratic and linear relationships. *Tourism Management*, 51, 35-48. doi:10.1016/j.tourman.2015.04.005
- Mooney, C. Z., & Duval, R. D. (1993). *Quantitative applications in the social sciences: Bootstrapping*. London, England: SAGE Publications, Inc.
- Mosadeghrad, A., & Ferdosi, M. (2013). Leadership, job satisfaction and organizational commitment in healthcare sector: Proposing and testing a model. *Materia Socio Medica*, 25, 121-126. doi:10.5455/msm.2013.25.121-126
- Muslim, N. A., Dean, D., & Cohen, D. (2016). Employee job search motivation factors: An evidence from electricity provide company in Malaysia. *Procedia Economics and Finance*, 35, 532-540. doi:10.1016/s2212-5617(16)00066-6
- Narayanan, A. (2016). Talent management and employee retention: Implications of job embeddedness. *Journal of Strategic Human Resource Management*, 5(2), 34-40. Retrieved from <http://www.ssrn.com/>

- Narkhede, P. (2015). Employee turnover in hospitality industries: A study of service staff. *Journal of Indian Management & Strategy*, 8, 4-8. doi:10.5958/0973-9343.2014.01230.7
- National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont report: Ethical principles and guidelines for the protection of human subjects of research*. Retrieved from <http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html>
- Nayak, N., Pai, A., Prabhu, N., & Granil, P. D. (2015). Management perspective of employee turnover in the housekeeping department. *International Journal of Management and Social Sciences Research*, 4(9), 4-7. Retrieved from <http://www.irjecjournals.org/>
- Northhouse, P.G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage.
- Nowell, L., Morris, J., White, D., & Moules, N. (2017). Thematic Analysis. *International Journal of Qualitative Methods*, 16(1), 1-13. doi:10.1177/1609406917733847
- Okae, B. (2018). The effect of employee turnover in the hospitality industry: Quantitative correlational study. *International Journal of Learning and Development*, 8, 156-183. doi:10.5296/ijld.v8il.12513
- Oldacre, R. R. (2016). *Empirical examination of user acceptance of enterprise resource planning systems in the United States* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (UMI No. 1761840904)

- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 1(3), 49-54. Retrieved from <http://www.academicjournals.org/ajbm>
- Osabiya, B. J. (2015). The effect of employees' motivation on organizational performance. *Journal of the Public Administration and Policy Research*, 7, 62-75. doi:10.5897/JPAPR2014.0300
- Osborne, J. W., & Waters, E. (2002). Four assumptions of multiple regression that researchers should always test. *Practical Assessment, Research & Evaluation*, 8(2). Retrieved from <http://www.scholarworks.umass.edu/>
- Park, J., & Park, M. (2016). Qualitative versus quantitative research methods: Discovery or justification? *Journal of Marketing Thought*, 3(1), 1-7. doi:1015577/jmt.2016.03.01.1
- Pentareddy, S., & Suganthi, L. (2015). Building affective commitment through job characteristics, leadership and empowerment. *Journal of Management & Organization*, 21, 307-320. doi:10.1017/jmo.2014.93
- Peticca-Harris, A., deGama, N., & Elias, S. A. (2016). A dynamic process model for finding informants and gaining access in qualitative research. *Organizational Research Methods*, 19, 376-401. doi:10.1177-1094428116629218
- Pilarta, M. A. B. (2015). Job satisfaction and Teachers Performance in Abra State Institute of Sciences and Technology. *Global Journal of Management and Business Research*, 15(4), 81-85. Retrieved from <http://www.globaljournals.org/>

- Plessis, L. D., Barkhuizen, N., Stanz, K., & Schutte, N. (2015). The management side of talent: Causal implications for the retention of Generation Y employees. *Journal of Applied Business Research*, 31, 1767-1779. doi:10.19030/jabr.v31i5.9390
- Pohler, D., & Schmidt, J. A. (2015). Does-pay-for-performance strain the employment relationship? The effect of manager bonus eligibility on non-management employee turnover. *Personnel Psychology*, 68(2), 1-35. doi:10.1111/pep.12106
- Price, J. L. (1977). *The study of turnover*. Ames, IA: Iowa State University Press.
- Price, J. L., & Mueller, C. W. (1986). *Absenteeism and turnover of hospital employees*. Greenwich, CT: JAI press.
- Price, J. L., & Mueller, C.W. (1981). A casual model of turnover for nurses. *Academy of Management Journal*, 24, 543-565. doi:10.2307/255574
- Punzo, A., Browne, R.P., & McNicholas, P. D. (2016). Hypothesis testing for mixture model selection. *Journal of Statistical Computation and Simulation*, 86, 2797-2818. doi:10.1080/00949655.2015.1131282
- Qiu, H., Haobin Ye, B., Hung, K., & York, Q. Y. (2015). Exploring antecedents of employee turnover intention: Evidence of China's hotel industry. *Journal of China Tourism Research*, 11, 53-66. doi:10.1080/19388160.2014.908756
- Raghavendra, A. & Nijaguna, G. (2015). Supply chain management in hospitality industry: Impact on service quality in McDonald's restaurants, Bangalore. *Global Journal of Commerce & Management Perspective*, 4(2), 22-29. Retrieved from <http://www.longdom.org/>

- Rahman, K., Akhter, W., & Khan, S. (2017). Factors affecting employee job satisfaction: A comparative study of conventional and Islamic insurance. *Journal Cogent Business & Management*, 4(1), 1-15. doi:10.1080/23311975.2016.1273082
- Rahman, W., & Nas, Z. (2015). Employee development and turnover intention: Theory validation. *European Journal of Training and Development*, 37, 564-579. doi:10.1108/EJTD-May-2012-0015
- Raza, M. Y., Akhtar, M. W., Husnain, M., & Akhtar, M.S. (2015). The impact of intrinsic motivation on employee's job satisfaction. *Management and Organizational Studies*, 2, 80-88. doi:10.5430/mos.v2n3p80
- Razip, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725. doi:10.1016/S22125671(15)00524-9
- Renaud, S., Morin, L., Saulquin, J., & Abraham, J. (2015). What bare the best HRM practices for retaining experts? A longitudinal study in the Canadian information technology sector. *International Journal of Manpower*, 36, 416-312. doi:10.1108/IJM-03-2015-0078
- Revilla, M., Saris, W., Loewe, G., & Ochoa, C. (2015). Can a non-probabilistic online panel achieve question quality similar to that of the European Social Survey? *International Journal of Market Research*, 57, 395-412. doi.org/10.2501/IJMR-2015-034
- Rigotti, T., Mohr, G., & Isaksson, K. (2015). Job insecurity among temporary workers: Looking through the gender lens. *Economic and Industrial Democracy*, 36, 523-

547. doi:10.1177/0143831X13516026

- Roeser, T., & Kern, E. (2015). Surveys in business process management – A literature review. *Business Process Management Journal*, 21, 692-718.
doi:10.1108/bpmj07-2014-0065
- Rogers, A. D. (2016). *Examining small business adoption of computerized accounting systems using the technology acceptance model* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database, (UMI No. 10001635).
- Salganik, M. J., & Levy, K. E. (2015). Wiki surveys: Open and quantifiable social data collection. *PLoS One*, 10(5), 1-17. doi:10.1371/journal.pone.0123483
- Salman, M., Abdullah, F., & Saleem, A. (2016). Sexual harassment at workplace and its impact on employee turnover intentions. *Business & Economic Review*, 8, 87-102.
doi:10.22547/BER/8.1.6
- Sankar, M. (2015). Impact of hygiene factors on employee retention: Experimental study on paper industry. *Indian Journal of Management Science*, 5, 58-61. Retrieved from <http://www.scholarshub.net/ijms/>
- Santhana, N., Kamalanabhan, T. J., & Dyaram, L. (2015). Examining the moderating effects of organizational identification between human resource practices and employee turnover intention in Indian hospitality industry. *GSTF Journal on Business Review*, 4, 13-19. doi:10.5176/2010-4804_4.1.349
- Sarmad, M., Ajmal, M. M., Shamim, M., Saleh, M., & Malik, A. (2016). Motivation and compensation as predictors of employees' retention: Evidence from public sector

oil and gas selling organizations. *Journal of Behavioural Sciences*, 26(2), 174-188. Retrieved from <http://www.pu.edu.pk/>

Saunders, M., Lewis, P., & Thornhill, A. (2015). *Research methods for business students*. (7th ed). Essex, England; Pearson.

Scanlan, J.N., Still, M. (2019). Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC Health Serv Res*, 19(1), 1-11.
doi:10.1186/s12913-018-3841-z

Seaman, S.R., & White, I. R. (2013). Review of inverse probability weighting for dealing with missing data. *Statistical Methods in Medical Research*, 22, 278-295.
doi:10.1177/09622802103

Sedick, P. (2015). Pitfalls of statistical hypothesis testing: Type I and Type II errors. *BMJ*, 349, 4287-4287. doi:10.1136/bmj.g4287

Seng, T. B. (2016). Accounting research for the management accounting profession. *Journal of Applied Management Accounting Research*, 14, 69-77.
doi:10.2139/ssrn.2596971

Shonubi, O. A., Abdullah, N., Hashim, R., & Hamid, N. B. (2017). Appreciation: An empirical review on the colossal impact on telecom industry employee retention in Malaysia. *International Journal of Social Sciences*, 3(1).
doi:10.20319/pijss.2017.31.4052

- Siddiqui, F. (2018). Impact of retention strategies on employee turnover: A case in point. *Journal of Resources Development and Management*, 42(1), 1-10.
doi:10.5296/ijld.v2i1.1354
- Singh, D. & Amandeep. (2017). Impact of employee turnover on hotel industry- A study of selected hotels of New Delhi. *International Journal of Research*, 5, 153-158.
doi:10.5281/zenodo.570181
- Singhapakdi, A., Lee, D. J., Sirgy, M. J., & Senasu, K. (2015). The impact of incongruity between an organization's CSR orientation and its employees' CSR orientation on employees' quality of work life. *Journal of Business Research*, 68, 60-66.
doi:10.1016/j.jbusres.2014.05.007
- Snelson, C. (2016). Qualitative and mixed-methods social media research: A review of the literature. *International Journal of Qualitative Methods*, 15(1), 1-15.
doi:10.1177/1609406915624574
- Surji, K. (2015). The negative effect and consequences of employee turnover and retention on the organization and its staff. *European Journal of Business and Management*, 5(25), 52-65. Retrieved from <http://www.iiste.org/>
- Swarbalatha, C., & Prasanna, T. S. (2015). Employee engagement, employee turnover, type turnover, causes of turnover, preventing turnover. *Indian Journal of Applied Research*, 4, 328-329. doi:10.15373/2249555X
- Tellez, A., Garcia, C. H., & Corral-Verdugo, V. (2015). Effect size, confidence intervals and statistical power in psychological research. *Psychology in Russia: State of the Art*, 8, 27. doi:10.11621/pir.2015.0303

- Teng, C. C. (2013). Developing and evaluating a hospitality skill module for enhancing performance of undergraduate hospitality students. *Journal of Hospitality, Leisure, Sport, & Tourism Education, 13*, 78-86. doi:10.1016/j.jhlste.2013.07.003
- Teoh, K. R., Coyne, I., Devonish, D., Leather, P., & Zarola, A. (2016). The interaction between supportive and unsupportive manager behaviors on employee work attitudes. *Personal Review, 45*, 1386-1402. doi:10.1108/PR-05-2015-0136
- Thibodeaux, A. K., Labat, M. B., Lee, D.E., & Labat, C. A. (2015). The effects of leadership and high stakes testing on teacher retention. *Academy of Educational Leadership Journal, 19*, 227-249. doi:10.1177/0192636516681842
- Timmins, F. (2015). Surveys and questionnaires in nursing research. *Nursing Standard, 29*, 42-50. doi:10.7748/ns.29.42.42.e8904
- Trevor, J., & Brown, W. (2015). The limits on pay as a strategic tool: Obstacles to alignment in non-union environments. *British Journal of Industrial Relations, 52*, 553-578. doi:10.1111/bjir.12004
- Trockel, M., Bohman, B., Lesure, E., Hamidi, M. S., Welle, D., Roberts, L., & Shanafelt, T. (2018). A brief instrument to assess both burnout and professional fulfillment in physicians: Reliability and validity, including correlation with self-reported medical errors, in a sample of resident and practicing physicians. *Academic Psychiatry, 42*, 11-24. doi:10.1007/s40596-017-0849-3
- Tse, H. H., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *Leadership Quarterly, 24*, 763-776. doi:10.1016/j.leaqua.2013.07.005

- Tu, Y., & Lu, X. (2016). Do ethical leaders give followers the confidence to go the extra mile? The moderating role of intrinsic motivation. *Journal of Business Ethics*, 135, 129-144. doi:10.1007/s10551-014-2463-6
- Tuch, A. N., & Hornbaek, K. (2015). Does Herzberg's notion of hygienes and motivators apply to user experience? *ACM Transactions on Computer-Human Interaction*, 22(4), 1-24. doi:10.1145/2724710
- Turner, T. L., Balmer, D. F., & Coverdale, J.H. (2015). Methodologies and study designs relevant to medical education research. *International Review of Psychiatry*, 25, 301-310. doi:10.3109/09540261.2013.790310
- Ude, S. (2015). *Technological change and employee motivation in a Telecom Operations Team* (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (UMI No. 3512581)
- Umar, T., Shamsudin, F., Subramaniam, C. & Johari, J. (2015). A proposed relationship between actual turnover behavior, career advancement opportunity, frustration at work and perceived alternative job opportunities among faculty members. *American Journal of Economics*, 3, 82-86. doi:10.5923/c.economics.201301.14
- Uprichard, E. (2013). Sampling: Bridging probability and non-probability designs. *International Journal of Social Research Methodology*, 16(1), 1-11. doi:10.1080/13645579.2011.633391
- Urbano, J. (2015). Test collection reliability: A study of bias and robustness to statistical assumptions via stochastic simulation. *Information Retrieval Journal*, 19, 313-350. doi:10.1007/s10791-015-9274-y

- U. S. Department of Health and Human Services. (2015). *Human subjects research (45 CFR 46)*. Retrieved from <http://www.hhs.gov/>
- USVIEDA. (2018). Tourism & Hospitality. Retrieved from <http://www.usvieda.org/>
- Vasquez, D. (2015). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 3(1), 1-17. Retrieved from <http://www.ijmess.com/>
- Venkataramani, V., Labianca, G., & Grosser, T. (2015). Positive and negative workplace relationships, social satisfaction, and organizational attachment. *Journal of Applied Psychology*, 98, 1028-1039. doi:10.1037//a003409
- Vijayakumar, V. S., & Saxena, U. (2015). Herzberg revised: Dimensionality and structural invariance of Herzberg's two factor model. *Journal of the Indian Academy of Applied Psychology*, 41(2), 291-298. Retrieved from <http://www.questia.com/>
- Virgin Islands Bureau of Labor Statistics. (2019). Economy at a glance. Retrieved from <http://www.bls.gov/eag/eag.vi.htm>
- Voigt, E., & Hirst, G. (2015). High and low performers' intention to leave: Examining the relationship with motivation and commitment. *International Journal of Human Resource Management*, 26, 574-588. doi:10.1080/09585192.2014.922599
- Watty-Benjamin, W., & Udechukwu, L. (2015). The relationship between HRM practices and turnover intentions: A study of government and employee organizational citizenship behavior in the Virgin Islands. *Public Personnel Management*, 43, 58-82. doi:10.1177/0091026013508546

- Williams, N. J., & Glisson, C. (2015). Reducing turnover is not enough: The need for proficient organizational cultures to support positive youth outcomes in child welfare. *Children and Youth Services Review, 35*, 1871-1877.
doi:10.1016/j.chilyouth.2013.09.002.
- Waller, T. C. Hockin, R. J., & Smith, G. S. (2017). Marketing strategies of mobile game application entrepreneurs. *International Journal of Applied Management and Technology, 16*(1), 1-14. doi:10.5590/IJAMT.2017.16.1.01
- Wang, C. J., Tsai, H. T., & Tsai, M. T. (2015). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management, 40*, 79-89. doi:10.1016/j.tourman.2013.05.008
- Wang, Z. (2017). Factors that affect employee turnover in five-star hotels in Beijing, China. (Master thesis, Auckland University of Technology). Retrieved from <http://www.openrepository.aut.ac.nz>
- Xiong, G., Wang, X. T., & Li, A. (2018). Leave or Stay as a Risky Choice: Effects of Salary Reference Points and Anchors on Turnover Intention. *Frontiers in Psychology, 9*, 686. doi:10.3389/fpsyg.2018.00686
- Xu, A., Loi, R., & Ngo, H. (2016). Ethical leadership behavior and employee justice perceptions: The mediating role of trust in organization. *Journal of Business Ethics, 134*, 493-504. doi:10.1007/s10551-014-2457-4

- Yang, J., & Wittenberg, P. (2016). Perceived work-related factors and turnover intention. *Journal of Business Administration*, 1-69. Retrieved from <http://www.diva-portal.org/>
- You, S., & Conley, S. (2015). Workplace predictors of secondary school teachers' intention to leave. *Educational Management Administration & Leadership*, 43, 561-581. doi:10.1177/1741143214535741
- Zachariadis, M., Scott, S., & Barrett, M. (2013). Methodological implications of critical realism for mixed-methods research. *MIS Quarterly*, 37, 855-879. doi:10.25300/MISQ/2013/37.3.09
- Zhang, Y. (2016). A review of employee turnover influence factor and countermeasure. *Journal of Human Resource and Sustainability Studies*, 4, 85-91. doi:10.4236/jhrss.2016.42010
- Zhang, M., Li, J., & Zhang, G. (2015). Which is better? A comparative analysis of tourism online survey and field survey. *Tourism Tribune/LvyouXuekan*, 30, 95-104. doi:10.3969/j.issn.1002-5006.2015.04.009

Appendix A: Employee Turnover Survey

Employee turnover in the hospitality industry survey

1. What is your Gender?

Male Female

2. What is your age?

18-23 24-29 30-35 36-40 41+

3. Employee Perceptions of Work Experience

1- Strongly Agree 2- Agree 3- Somewhat Agree 4- Not Sure

5-Disagree 6- Somewhat Disagree 7- Strongly Disagree 8- N/A

Job was challenging

Workload was manageable

Your skills were effectively used

Sufficient resources and staff were available

Your co- worker listened and valued your suggestions

There was opportunity for career advancement

Company's promotional process is not fair or transparent in my organization

Training and development programs were available

4. Compensation and Benefits

1- Strongly agree 2- Agree 3- Disagree 4- Strongly disagree

Wages were paid on time

Work life balance was promoted and practiced in the company

Range of benefits were available

The pay was adequate in relation to responsibility

5. The Company

1- Strongly Agree 2- Agree 3- Not Sure 4- Disagree 5-Strongly disagree

When I started the job the induction helped

The working environment was positive

There was adequate resources to do the job

I have a good relationship with other employees within the company

There was sufficient staff to cover the work

6. Supervisor/Team leader Practices

1- Strongly Agree 2- Agree 3- Somewhat Agree 4- Not Sure 5- Disagree
6- Somewhat Disagree 7- Strongly Disagree 8- N/A

Had sufficient knowledge of the job

Acknowledged employees contribution

Provided constructive feedback

Treated employees equally

Maintained a professional relationship with employees

Recognized and Acknowledged achievements

Offered and promoted ways to develop

7. What did you like most about working with the Company?

8. What was the reason that made you choose to work for the company?

9. What were your reason for leaving the Company?

10. Would any of the following made you stay with the Company

- More flexible working hours
- Working less social hours
- Career Advancement

- o Better training and development opportunities
- o Increase in pay
- o Improved benefits package
- o Other (please specify)

Appendix B: Permission to use Employee Turnover Survey

Dear Stephen Kirwan,

I am a Doctor of Business Administration (DBA) student at Walden University working on my doctoral study requirement.

I am interested in extending your work in the U.S. Virgin Islands using the Employee Turnover Questionnaire to measure the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover. I intend to conduct a quantitative study to examine employees in the hospitality industry in the U.S. Virgin Islands.

I am writing to gain your permission to use the questionnaire through Survey Monkey to measure the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover.

I am hopeful that my study will add to the broader understanding of desired practice environments, support the development of change initiatives to retain and attract hospitality employees. I would greatly appreciate your support in this endeavor.

Respectfully,

Ericka Willie
Doctor of Business Administration (DBA) Student
Walden University

Stephen Kirwan

Hi Ericka,

Hope you are well.

I am happy for you to use this survey. Wishing you all the best with this piece of work.

Kind regards,

Stephen

Appendix C: Invitation to Participate in a Research

Based on your knowledge and experience of working in the Hospitality Industry, you are invited to participate in a study that seeks to examine the relationship of employee perceptions of work experience, supervisory practices, employee compensation, and employee turnover.

I am conducting research on “Hospitality Industry Employee Turnover,” to fulfill the requirements of earning a Doctor of Business Administration degree at Walden University. I invite you to take part in this research study, because your shared experiences toward aspects of employee turnover could potentially assist hospitality leaders in formulating policies and strategies that could help decrease employee turnover, while improving performance and productivity in the hospitality industry.

I humbly request that you spare a few minutes of your time to complete the survey via the Survey Monkey link provided. The questions seek your honest opinion regarding your organization’s policies and strategies about employee turnover. The information you provided will remain confidential. All data will be stored in a password-protected electronic format and a personal safe. The results of this study will be used solely for scholarly purposes and may be shared with Walden University representatives.




Your participation in this study is voluntary. There are minimal risks associated with participating in this survey and you will not receive any monetary compensation for participation. You may choose not to participate. Additionally, if you decide to participate in this study, please note that you can withdraw participation at any time.

The study results will be emailed to everyone who was initially invited to participate in the study.

Sincerely,

Ericka D. Willie

Appendix D: Human Research Certificate of Completion

		Completion Date 05-May-2020 Expiration Date N/A Record ID 36520281
This is to certify that:		
Ericka Willie		
Has completed the following CITI Program course:		
Student's	(Curriculum Group)	<div style="border: 1px solid black; padding: 5px; font-size: small;">Not valid for renewal of certification through CME. Do not use for TransCelerate mutual recognition (see Completion Report).</div>
Doctoral Student Researchers	(Course Learner Group)	
1 - Basic Course	(Stage)	
Under requirements set by:		
Walden University		
 Collaborative Institutional Training Initiative		
Verify at www.citiprogram.org/verify/?wa30bf0d5-d962-471b-b36b-cde4e7516e12-36520281		