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Turnover Rates in the Hospitality Industry and the Factors Contributing to Employee Loss or
Retention

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Abstract

The predominant purpose of this paper is to determine if the hospitality industry does in fact have the highest turnover of any industry, and if so, what are the implicating factors in the lack of retention. Throughout the research conducted, a common theme that developed was the lack of training in the hospitality industry and its impact and perception employees have of their leaders, and thus its affect on retention and turnover. Moreover, another aspect to consider is the generational implications, specifically generation Y, otherwise known as millennials, who are regarded as not being loyal to their employer (Gursoy, Maier, and Chi, 2008, pg. 453). Some of the statistics uncovered were astounding: 70 percent of managers are poorly trained or untrained altogether (DiPietro and Condly, 2007, pg. 2), and turnover in the hotel industry is double the national average compared to all other industries (Malek, Klein, and DiPietro, 2018, pg. 203). Drilling down through the research shows a correlation between training, the value that training brings to the generations, and its potential affect on turnover based on the perceptions and success of the training. It stands to reason that a focus on proper training for staff and management may reduce turnover, as there is a large percentage of untrained managers. Moreover, line-level employees respond better to, and appreciate, being involved in training in addition to being led by properly trained managers as well.

Introduction

The hospitality industry has a reputation of having high turnover rates, a lack of loyalty from employees, and a lack of patience and employee development from hotel operators. As a result, the hospitality industry frequently experiences turnover in all positions and departments. The reasons for this high turnover can be numerous: generational differences between an older generation over a younger generation, lack of training, lack of motivation, and even the self-

fulfillment or working conditions. In addition, the type of leadership that exists may also contribute to higher turnover rates, such as whether or not leaders are following a servant leadership model or an autocratic style. The turnover numbers in the hospitality industry are staggering, especially when looking at the Bureau of Labor Statistics numbers over the last eight and five years. As referenced in Malek et. al.'s (2018) research on manager training and how it affects employee turnover, they found that "the overall annual turnover rate for all industries in the USA from 2001 to 2006 was 39.6 percent, with the 2015 average being 25 percent (pg. 203). Meanwhile, "[t]he leisure and hospitality industry turnover rate was 74.6 percent from 2001 to 2006 and 51.2 percent in 2015" (Malek et. al., 2018, pg. 203). Malek et. al. (2018) concluded through their research via Bureau of Labor Statistics that "the hospitality industry has the highest turnover rate, with the next closest being the arts, entertainment and recreation industry at only 37 percent" (pg. 203). Essentially, the hospitality industry turnover rate is double the national average compared to all other industries, and is the industry leading the nation in turnover rates.

In Robin DiPietro's and Steven Condly's (2007) research, they discussed how "hospitality organizations expect high turnover and dissatisfaction to occur because of the nature of the business, the demographics of the employees that work in the industry, and the lower pay associated with the hospitality industry" (as cited in Heskett, Sasser, & Schlesinger, 1997, pg. 3). DiPietro and Condly (2007) further stated that many hospitality organizations are just accepting of turnover as a cost of doing business, and that organizations are using - and potentially wasting - resources on hiring instead of "minimizing or eliminating turnover in the hourly employee and management ranks" (pg. 5-6). The fact that organizations are devoting resources to hiring new people rather than retain the talent they have is alarming, and the costs are very high. DiPietro and Condly (2007) conclude that there are rolling expenditures in recruitment and training as

well as emotional costs due to high stress environments over the threat of employee departure and organizational changes (pg. 6).

The question then remains, what can be done to reduce the level of turnover in the hospitality industry? The research will focus on four main components of turnover, including:

1. the characteristics of turnover
2. the effect of training on turnover
3. servant leadership and organizational behavior
4. generational differences in the workforce

Ultimately, the research found and referenced will examine some of the missing aspects of demographics, leadership and training currently in the hospitality industry, and what actions can be taken to improve employee retention. In addition to the research referenced, a human resources professional from a leading management company has also been interviewed, providing raw data and methodology behind how a company might be looking at these same issues and what they are doing to correct the trend. Mirroring Malek et. al. (2018), the issue of turnover "is important to explore for an industry with the highest rate of turnover in the USA consistently" (pg. 205).

Literature Review

The literature uncovered is broken down into a few different categories: traditional research on employee turnover, the impact and type of leadership and organizational behavior that exists in the hospitality industry, and the generational differences in the current workforce that may contribute to changes in the industry. The aspect that is of high interest that may provide direction towards a solution is the generational differences and values that exist, contributing to differences in the hospitality workforce. According to Gursoy et. al., (2008),

"[m]anagers are realizing that age has just as much to do with employees' hopes, learning styles and expectations as do culture, gender and other characteristics" (pg. 448). This means that, in an effort to combat employee turnover in the hospitality industry, companies and managers must be aware of what is important for each generation. Rather than apply a one size fits all management strategy, it is suggested that organizations apply efforts and resources to understand the important values of each generation and then hire and lead staff accordingly. The understanding of employee behaviors is an important factor in the article *Analysis of the Relationships between the Hospitality Workforce and Job-Satisfaction Factors according to Age, Gender, Native Language and Racial-Ethnicity*, citing Hinkin and Tracey (2000, as cited in Lee and Lee, 2012), as well as Susskind, Borchgrevink, Kacmar and Brymer (2000, as cited in Lee and Lee, 2012) by stating that "an appropriate understanding of employees' expectations of their work environments is a critical component in hoteliers' being able to retain their valued employees" (pg. 1). Expectations can be looked at from a generational aspect by exploring and understanding the values of each generation, from baby boomers to generation Y, and applying that to the work environment to combat high turnover rates. Chacko, Williams, and Schaffer (2012), in their research article regarding attracting generation Y to the hospitality industry, support the fact that to attract and retain talent, companies must be mindful of the fact that "[e]ach generation has its unique set of values, view of authority, orientation of the world, loyalty, expectations of their leadership, and ideal work environment" (pg. 107). Companies that want to attract and retain the "largest generation in history" (Chackco et. al, 2012, pg. 107) must understand what each generation values, not just generation Y, to properly attract and retain top talent.

Research conducted by Peter Ricci and Ady Milman (2002) focused on hourly hotel employees at select or limited service hotels in the southeastern region of the United States, post September 11th terrorist attacks. Susskind et. al. (2000), as cited in Ricci and Milman (2002, pg. 49) "concluded that an employee's intent to quit a job was influenced by both job satisfaction and organizational commitment". Ricci and Milman (2002) created a survey with 22 separate measures and had a scoring system for each measure to determine what characteristics of employment were most important for them, thereby affecting employee turnover and retention. The top five characteristics were having nice people to work with, consistent working hours, introductory training, humane approach to employees and clear information on job tasks (Ricci and Milman, 2002, pg. 55). In addition, paid vacation and hourly wage, although not in the top five, were scored closely to the other top five characteristics, making compensation notable (Ricci and Milman, 2002, pg. 55). The bottom five characteristics included were health benefits, retirement plan, direct deposit, employee meals and availability of day care facilities (Ricci and Milman, 2002, pg. 55). As a result of this research, the conclusion can be drawn that a positive working environment and access to training, along with clear guidelines for the position, is far more important in retaining employees than perks such as a 401k retirement plan, free meals or day care.

The issue of employee turnover in the hospitality industry is not limited to just the United States. As the Malaysian "people-oriented industry" (Haldorai, Kim, Pillai, Park and Balasubramanian, 2019, pg. 46) grows at a rapid rate, Haldorai et. al. (2019) recognizes that "employee turnover [in service industries] is a common phenomenon, and it is remarkably high in the hospitality industry because of the 24/7 nature of the jobs" (pg. 46). Haldorai et. al. (2019) furthers that the "hotel industry is even more negatively affected by turnover since employees are

the catalyst to create and render services" (pg. 46). Essentially, since employees are responsible for creating and delivering experiences, the pressure to perform and the necessity to constantly create positive service experiences creates a great deal of pressure and stress that contributes to the high turnover rates. These factors are furthered in the author's research, where they have found predictors of positive or negative influence on employee turnover intention, including "long 'anti-social' working hours and work life conflict (Zhao and Ghiselli, 2016, as cited in Haldorai et. al., 2019, pg. 46), emotional exhaustion (Brown, Thomas, and Bosselman, 2015, as cited in Haldorai et. al., 2019, pg. 46), poor pay, work overload and working environment (Poulston, 2018 and Zhao, Ghiselli, Law, and Ma, 2016, as cited in Haldorai et. al., 2019, pg. 46), and career progression" (McGinley, O'Neill, Damaske, and Matilla, 2014, as cited in Haldorai et. al., 2019, pg. 46). Based on this research, the environment the employee experiences coupled with the stressors of the hospitality industry are leading causes for turnover in the hospitality industry.

Methodology

All research articles provide a great deal of data to support their assessments and conclusions. To keep the subject matter narrowed, the focus was specific to the statistics behind employee turnover and the contributing factors to the turnover. Generation Y also contributes quite a bit to the workforce, arguably one of the largest currently, and a great deal of research is available regarding the impact generation Y has on the workforce, what is important for the generation when in the workforce, and even the cliché that the generation does not value loyalty in a work environment. For example, Chacko et. al. (2012) noted that generation Y, otherwise known as the millennial generation, are the children of baby boomers accounts for more than 70 million people in the United States, also making it almost triple the size of its predecessor,

generation X (pg. 107). Even further, Chacko et. al. (2012) notes generation Y is "highly mobile and willing to change careers" (pg. 108), "[t]raining and retraining is appealing" (pg. 108), "attempts to balance life and often struggles to find meaning in work and career" (pg. 109), and "are seldom willing to pay their dues as other generations have done" (pg. 109). With these specific factors in mind, research on generation Y is crucial to understanding turnover rates in the hospitality industry.

Finally, an exploration on retention rates within the hospitality industry would be incomplete if not for exploring organization behavior and the affect of servant leadership. To that extent, interviewing and questioning an actual human resources professional within a third-party hotel management company can provide real-time contributions and data to support prior research. A set of five open ended questions were asked of the human resources professional and were focused on what programs the company has in place for training, whether or not they are mindful of the high turnover data within the hospitality industry, and what they do to combat the high turnover rates. The data provided by the human resources professional were designed to draw conclusions of how hospitality companies regard turnover rates and attempts to increase employee retention.

Characteristics of Turnover in the Hospitality Sector

Research conducted by Robin DiPietro and Steven Condly (2007) focused on applying the Commitment And Necessary Effort (CANE) model of motivation results to determine what motivating factors affected employee turnover (pg. 1). DiPietro's and Condly's (2007) cited R.E. Clark's (1998, 1999) work when listing the thinking and behaviors of employees that affect their motivations, including "choice, persistence, and effort, and influenced by self-efficacy, support,

emotion, and task value" (pg. 1). DiPietro and Condly (2007) continue to detail that managers can influence employees motivation through external characteristics, such as verbal encouragement or criticism, but ultimately motivation is also decided from an employee's internalization of management messages of praise, permission, and criticism (pg. 2).

Interestingly enough, through DiPietro and Condly's (2007) research, they cited Hogan, Curphy, and Hogan (1994) by stating that there is "supporting evidence [that] only 30 [percent] of line managers are able to adequately motivate the people who report to them" (pg. 2). That alone is an alarming statistic, which means that 70 percent of managers are unable to motivate their employees (DiPietro and Condly, 2007, pg. 2). Through their research, DiPeitro and Condly (2007) were able to conclude that the commitment to an employee's goal is based on the perception of their capability, the emotions felt at work, and the value of the work tasks (pg. 11). Employee turnover is strongly influenced by motivation and those motivations of a low-turnover environment include "efficacious, agentic, emotionally pleased by and in their work, and who report high levels of value for that work" (DiPietro and Condly, 2007, pg. 11). The implications are clear: employers must explore the aforementioned characteristics if they want to improve employee motivations and thereby reduce turnover.

The Effect of Training on Turnover

Training, specifically, is confirmed in Malek et. al. (2018), as they explored the relationships between manager training and the employees' perception of the manager, manager training and employee turnover intentions, and finally the employee's perception of their manager and also employee turnover intentions (pg. 204). Malek et. al. (2018) noted that "[m]anagement influence plays a key part in shaping an employee's conduct and attitude, which then assists in forming employees' perceptions" (pg. 206). By focusing on an employee's

perceptions of management training and thereby the implementation of what was learned through the aforementioned training, an organization may have the ability to shape an employee's working experience and potentially reduce turnover. Moreover, the importance of training for front line employees and management cannot be understated, as it can "enable employees to get clarity on how to achieve organizational goals, clarify expectations and help employees overcome knowledge assimilation barriers which leads to increasing commitment to the organization" (Montes, Jover, Fernandez, 2003, as cited in Malek et. al., 2018, pg. 207). Malek et. al. (2018) continue to state that training for managers is just as important, if not more important, for an organization and plays a pivotal role in commitment, satisfaction, and turnover intent (pg. 207). This data is confirmed by Ricci and Milman, seeing that within their top five of most important characteristics, it has already been determined training and development is crucial. While "having nice people to work with" (Ricci and Milman, 2002, pg. 55) is more subjective than other factors, it stands to reason that effective management training will have an impact on increasing performance levels, so long as the manager remains motivated to learn and also has the capacity to endure such learning (Malek et. al., 2018, pg. 207). A manager that is open minded to training, goes through training and properly executes what was learned has a better chance of being someone that is considered "nice". The perception of being nice is confirmed through "positive human resource management" (Malek et. al., 2018, pg. 206); and, although it is recognized that employee perceptions of management are subjective, there is agreement that employee attitudes and work-related behavior are positively influenced through positive human resource management (Malek et. al., 2018, pg. 206). Essentially, since employee perceptions are highly subjective and a top characteristic in Ricci and Milman's research is the nicety of your coworkers, management must be open-minded to training and must implement

what they learned in training successfully if they want to have a positive influence on employees' perceptions of the work environment and the people they work with, and work for. Malek et. al. (2018) astutely referenced Rhoades and Eisneberg (2002) and Schneider, White, and Paul (1998) when stating that "[w]hen employees think management sincerely cares for their [employee's] well-being, they experience advanced levels of job fulfillment and display more dedication to the organization" (pg. 208).

Servant Leadership and Organizational Behavior

Separately, an interesting aspect of employee turnover is the style of leadership, specifically the impact of servant-style leadership. Harwiki (2016) first states that the "power of servant leadership lies in the leader's ability to unleash the employee potential in finishing tasks" (pg. 283). Harwiki (2016) then concluded that servant leadership impacts an "organization culture, organization commitment, [organizational citizenship behavior] and employee performance" (pg. 289). Furthermore, the concept of organizational citizenship behavior, which is defined as discretionary employee behavior not enforced by the job description (Raub, 2008, pg. 180), can be "positively related to organizational-level performance" (Raub, 2008, pg. 180). Putting these two aspects together, motivating employees to act above and beyond their job description is a result of a servant-style leadership model, whereby the leadership is serving and motivating their employees to act accordingly. This aspect has huge implications on maintaining employees and reducing turnover. According to Adwazi-Calloway, Awadzi, and Awadzi (2016) in their research regarding the role human resources plays in motivation and engagement in the hospitality industry, they noted that "strategies that enable collaboration trust building and employee engagement are important to the success of the organization" (pg. 34). Adwazi-Calloway et. al. (2016) concluded that when an organizational citizenship behavior mentality

exists as a result of an organization's culture, the organization is able to "minimize bias in the hiring process and select and hire employees who are an overall good fit" (pg. 35). In simpler terms, the right type of employees will be hired and it stands to reason those employees will stay longer, thereby reducing turnover.

Interview with a Leading Private Hotel Ownership and Management Company

In today's work environment, human resources departments are actively looking at employee turnover and retention within their own company. A human resources professional for a leading hotel management company stated, when asked if turnover is something the company is mindful of, that they look at "our turnover from both an hourly associate perspective and a manager perspective" (2020). The human resources professional went on to state that turnover "reminds and teaches us to learn new ways to ensure our people are engaged, happy and growing" (2020). When asked to go into specifics, the human resources professional started by saying the company "very much discuss[es] ways on how we can retain our people and use constant communication and feedback from our people to assess what those ways are" (2020). The company seems to be zeroing on one important characteristic Ricci and Milman (2019) uncovered in their research as the most important to employees: humane approach to employees (pg. 55). Having employee focus in the forefront of management discussion also shows that the company is focused on employee perceptions and how that affects turnover rates. Moreover, when asked if there is training available for managers and employees, the human resources professional responded by stating the company has a

"MIT [manager in training] program and a GMIT [general manager in training] program for all new operations managers and general managers. These new managers will spend

anywhere from one week to two weeks at a property most similar to theirs where they will learn all things about the brand and all things about [the company]" (2020).

Training is a key factor for the company, especially when considering there is a statistical "significant relationship between manager training and lower turnover intentions" (Malek et. al., 2018, pg. 214).

Generational Differences in the Workforce

Another aspect to consider when trying to explain high turnover rates in the hospitality industry is the generational differences and values that exist, contributing to differences in the hospitality workforce. A hotel workforce can be comprised of workers from the baby boomer generation all the way down to generation Z, a difference of fifty to sixty years. More specifically, by understanding what each generation values, employers can explore blending together different generations or altering their management styles to make a meaningful positive impact on the multitude of generations comprising the on-property staff.

Based on the research and study conducted by Gursoy et. al. (2008), the authors uncovered a number of perceptions that the oldest identifiable working generation, baby boomers, have towards their younger generational counterparts, defined as generation X and millennials, also known as generation Y (pg. 453). Although somewhat broad, the perceptions of generation Y and generation X will have an impact on the hiring decisions of a hospitality company when factoring the following three, out of the ten listed, perceptions, according to the authors (Gursoy et. al., 2008), including:

1. "He has been here 6 months and he wants a promotion"
2. "They have no work ethic"
3. "They see this as a stepping stone for a better job" (pg. 453).

The study conducted by the authors concluded that, in general, the perception of generation Y from baby boomers that manage them is that the “younger employees still have a lot to learn and do not really take ownership, they [generation Y] are after recognition and promotions” (Gursoy et. al., 2008. pg. 453). Furthermore, Gursoy et. al. (2008) also uncovered that baby boomers who are managed by the younger generations do not feel the baby boomers’ life experiences are respected, and as a result, the baby boomer’s opinion of the younger generation is rooted in low opinions of their younger generation management due to their lack of experience (pg. 453). Due to this generational gap and the associated core differences in how each generation perceives their work environment, as well as the work environment of their generational counterparts, conflict is arising due to fundamental differences in values, worldviews, thought-process, and even appearance (Raines, 2003 as cited in Gursoy et. al., 2008, pg. 449). As previously referenced, the "hospitality industry turnover rate was 74.6 percent from 2001 to 2006 and 51.2 percent in 2015" (Malek et. al, 2018, pg. 203), and since employee turnover rate in the hospitality industry is grossly higher than what is considered healthy among all industries, proper hiring decisions are of utmost importance when building and maintaining a hospitality staff. Hiring managers and human resource departments must be mindful of the generational gap and its affect on hiring new managers, ensuring a better blend of generations that may have a positive impact on lowering the average turnover rate. In that pursuit, the human resources professional of a leading hotel management company, when asked if generational differences are considered when hiring an employee, responded by stating the company " very much consider all aspects of a person for any job, including generations, but we really are about will [versus] skill set when hiring" (2020). Since the concept of generational differences can walk a fine line on the legality of age discrimination, the company has instead

resorted to using a profile assessment tool to see how a person will fit within the company's desired culture. According to the human resources professional, the company "use tools like DiSC [dominance, influence, steadiness, and conscientiousness] assessments for manager positions to ensure we learn and gain knowledge of a person's skill set before they are hired" (2020). Ultimately, the company's position on hiring is less about generational differences and much more focused on their ability to "always...teach someone the skills if they have the will to work and be ready to work" (2020).

Connecting Generation Y with Turnover

Considering a focus on generation Y, Chacko et. al. (2012) note that even though there are major generational differences, the lodging industry can still satisfy the expectations of generation Y job seekers and employees (pg. 117). Chacko et. al. (2012) continued by stating that generation Y is ambitious and empowered, the latter of which hotels have been adopting "to increase guest satisfaction" (pg. 117). Examples include Aloft, which was a former brand of Starwood before Marriott acquired Starwood, and also Hard Rock Hotels, which are allowing employees the authority to go beyond the scope of their job description or allow employees to have tattoos and piercings (Chacko et. al., 2012, pg. 117-118). Since generation Y is known as a technology generation, hotel brands like Hilton Garden Inn "launched an innovative training program as a recruiting tool for the next generation utilizing PSP (PlayStation Portable) and the *Ultimate Team Play* [emphasis in original] game to train employees on guest satisfaction" (Chacko et. al., 2012, pg. 118).

These two examples somewhat align with the top five characteristics for a workplace indicated in Ricci and Milman's (2002) study, with "introductory training" (pg. 55) and "humane approach to employees" (pg. 55) being most affected by understanding generational differences

in the workplace and having a training program appeal to a generation's strength, such as technology. It stands to reason that a reduction in turnover may be found in "gearing [employer's] recruitment and retention strategies to be more sensitive to the 'culture' of the Y generation" (Cairncross & Bultjens, 2007, as cited in Chacko et. al., 2012, pg. 119); e.g. focusing specifically on training that is technology-based and/or allowing an employee to express their individuality in ways that have been previously masked, such as tattoos or piercings. Furthermore, Chacko et. al. (2012) finalize their position by stating that an organizational structure should satisfy the work values of generation Y (pg. 119), which can be related back to a humane approach to employees.

Conclusion

Based on the research regarding generational differences, servant leadership, and training and its affect on retention in the hospitality industry, it stands to reason that an organization that alters its trajectory towards delivering on important needs of generation Y will likely experience lower turnover than those that do not change at all. Even still, it should be noted that organizations that have focused on turnover, organizational commitment, and turnover intent still experience increasing levels of turnover and as a result, turnover remains double the national average (Malek et. al., 2018, pg. 213). The methods to combat turnover intent may vary; however, the research suggests that there should be an investment in training for front line employees and shift managers, since they are most heavily relied on in the hospitality industry (Malek et. al., 2018, pg. 214). In addition, training for managers should also be done with a focus on increasing employee satisfaction, developing procedures and systems to make expectations of an employee clear and consistent, and empathy; all of which are indicated in Ricci and Milman's research. The human resources professional interviewed clearly sees this as

a path to reduce turnover as they have employed manager in training programs to develop talent. Putting it all together, the common theme throughout the research reviewed is training must be heavily invested in by organizations, and must focus more on just systems and procedures. In addition the training should be delivered in a format that is appealing to the generation for which the employer is attracting. Finally, training staff and leadership on generational differences and the values of each generation may enhance the overall work environment for an individual. With a focus on specific training, leadership and the industry as a whole might be able to reverse the trend on hospitality turnover rates.

Even with a focus on training and development, the hospitality industry and subsequent hotel companies should continue to plan for higher than average turnover rates. Considering the generational aspect, it stands to reason that generation Y will simply move on quicker, not remain as loyal to their organization as past generations, and place a major emphasis on the balance between work success and personal success; all of which may stunt a company's efforts to reduce turnover and increase retention rates. Thus, expectations should be tempered when it comes to reducing turnover rates, and although the rates may reduce, it does not seem likely that turnover rates will ever align with or fall below other industry averages. The very "nature of the business, the demographics of the employees that work in the industry, and the lower pay associated with the hospitality industry" (as cited in Heskett, Sasser, & Schlesinger, 1997, pg. 3) suggest that even with a focus on retention and turnover, the problem of higher than average rates will not find resolution.

Limitations

While the connection between generational differences, training, servant-leadership and the general causes of turnover provide great data to review, implementation of new methods to

avoid high turnover still fails as evidenced by the current turnover rates. Malek et. al. (2018) introduced the fact that "organizations are continually trying to identify areas for improvement regarding turnover" (pg. 203), and yet, the numbers do not reflect any improvement. The research failed to dive deeper into the specific type of training available, as well as the success of the training. Furthermore, there was no mention if the training was conducted just once, or if training was continual. Training that is done once may become outdated or lost on industry veterans and thus, continual training should be conducted and noted accordingly.

With the exception of the lone interview, the research also failed to display an organization's training programs, what they focused on, and data showing the training was implemented and had measured positive results. Even some of the characteristics described in Ricci and Milman's (2002) research, such as "having nice people to work with," (pg. 55) and "humane approach to employees" (pg. 55) are wildly subjective and difficult to define and measure. Moreover, "paid vacation" (Ricci and Milman, 2002, pg. 55) and "hourly wage" (Ricci and Milman, 2002, pg. 55) were not measured specifically, so it is not possible to draw a conclusion based on whether or not compensation was at, above, or below industry standards to start, as well as the effect on increased compensation on retention.

Finally, the facts about the generational values, specifically generation Y, are still generalized and there is no specific research conducted on generation Y in the hospitality workforce. Chacko et. al.'s (2012) research was conceptual and did not measure results for retention over a multiple yearly period of time to accurately determine how many employees were retained or how many positions turned over. Any research on a generation's impact on a major workforce should be conducted over an extended, multi-decades long period to accurately determine the impact on a workforce.

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