
DETERMINANTS OF RETENTION IN THE HOSPITALITY INDUSTRY: A STUDY OF EMPLOYEE TURNOVER STATISTICS IN A PRIVATE PENNSYLVANIA CLUB

Adam Weis*, Joseph A. Rosendale**

**Ph.D. Candidate, Indiana University of Pennsylvania, United States.*

Email: qnpm@iup.edu

***Assistant Professor of Management, Indiana University of Pennsylvania, United States. Email: jarose@iup.edu*

Abstract

Examining data from over 500 private club employees who were terminated from employment over the past 15 years, the purpose of this study is to determine the extent to which individual variables explain retention rates in the small, private-club sector of the hospitality industry. Given the disparity in employee turnover rates in the leisure and hospitality industry as compared to all industry averages, this report specifically analyzes the influence of gender, age, length of tenure, and departmental affiliation as related to continued employment with the organization. Findings show that while gender was not necessarily a significant predictor of retention, employees' age, the department in which employees primarily were assigned, as well as exempt versus hourly status all had a significant effect on their corresponding rates of retention. This study not only expounds upon the current literature in the field, it adds a very distinct addition to the body of research, insofar as small, private clubs are underrepresented in the available literature.

Keywords: *Employee Turnover, Retention, Private Club, Hospitality Management*

Introduction

In the most competitive global job market in over half a century, businesses, especially those considered small and private in nature, are struggling to attract and retain talented employees. Indeed, while rising wage demands and low unemployment figures present obstacles for many businesses, small businesses' challenges are intensified due to fewer fringe benefits and matching incentive options as compared to larger firms (Simon,

2019). Reducing employee turnover and retaining a larger percentage of current staff members, therefore, are key focal points for management in the private-club industry. According to the Bureau of Labor Statistics, annual total separations in the leisure and hospitality field, specifically those in the sub-field of entertainment and recreation, are nearly double that of the entire industry average; at 87.4%, compared to the 44.3% average for all industries combined (Bureau of Labor Statistics, 2019).

Key components underlying this report build upon previous research that investigated private clubs. Gustafson (2002) studied 500 club managers that were part of the Club Managers Association of America (CMAA), the professional association for private club managers, which has approximately 6,800 members across all industry classifications, such as athletic, golf, and country clubs. Findings show that turnover was lower in clubs where managers were willing to fill in for hourly employees, where clubs held social events for employees, where internal promotion was highest, and where employee schedules were more flexible. Coincidentally, instances of employee turnover occurred mainly as a result of low compensation, increased number of hours worked, and employee conflict with a supervisor (Gustafson, 2002). Similar research by Holston-Okae (2017) found significant relationships between compensation, employee engagement, motivation, job satisfaction, work environment, and employee turnover and argued that managers in the hospitality and private club industry must be made more aware of these factors and demonstrate an increased sense of concern and commitment to their employees.

Small, private clubs within the hospitality sector are underrepresented in the literature, perhaps in part due to the perceived inconsequentiality of their work, or because private clubs, by nature, are private, insofar as they do not release information in the same fashion as larger, public organizations. The purpose of this study, therefore, is to further examine variables which may contribute to employee turnover and retention rates specifically in the small, private club sector. Factors and data considered for investigation include gender, position or department within the organization, part-time versus full-time employment status, employees' age, and differences in hourly versus salaried compensation plans. Using extant data from terminated employees, this research and subsequent findings will be useful for the private club sector and hospitality managers, in general, as a means to reduce turnover and retain valuable labor.

Results shown in Figure 1, from the Bureau of Labor Statistics (2018), indicate that the leisure and hospitality field, which includes art, entertainment,

recreation, accommodation and food services, and other services except private households, have one of the lowest median years of tenure in an organization from January 2008 through January 2018 (Bureau of Labor Statistics, 2018). Adding to the current literature which examines this phenomenon is a key component of this report.

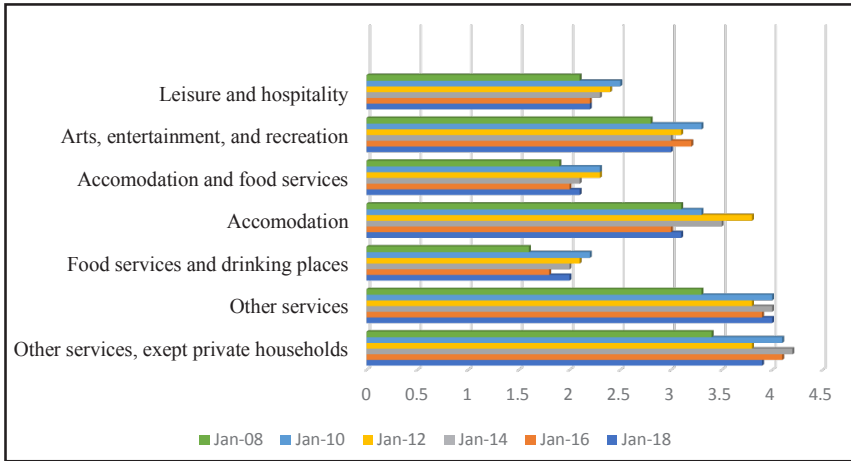


Fig. 1: Median Years of Tenure with Current Employer for Employed Wage and Salary Workers 16 and Over for Leisure and Hospitality, Selected Years, 2008-2018

Background and Review of Literature

As defined by the Private Clubs Under the Americans With Disabilities Act, private membership clubs are organizations that normally have conditional memberships with specific admittance requirements, with membership often controlling the operations, and whose activities and facilities are only open to the membership and their invited guests (Private Clubs Under the Americans With Disabilities Act, 2019). Private clubs are often formed for social or recreational purposes, to promote common causes, or to associate with others who share similar viewpoints or values. A private club has the entitlement of “expressive association,” safeguarded under the Constitution’s First Amendment, which implies that the club can omit individuals who do not represent its expressed principles or viewpoints. This permits a private club to preserve a consistent and cohesive message to both the public and its members (Private Clubs Under the Americans With Disabilities Act, 2019).

Using 3,000 CMAA private clubs in their sample, Josiam, Clay, and Graff (2011), concluded that supervisors who had more experience led teams with lower turnover rates among all populations. Managers with more tenure also are more likely to recommend working at the club to his/her peers; friends create a community and culture increasing retention. They also found a significant relationship between staff and management, insofar as a healthy relationship led to less turnover, and, on the contrary, higher conflict led to shorter tenure for staff. More experienced managers also tended to have less conflict. Similarly, Hughes and Rog (2008), proposed steps to gain and maintain current talent which include, ensuring CEO commitment and leadership to thoroughly lead their team (team members value a manager who is out on the lines with them), presenting opportunity for growth and development, offering engaging work (heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work), and expressing appreciation for staff members.

Apart from managerial influences, factors impacting employee retention including hiring and maintaining a diverse staff (Cloutier, Hill, & Pemberton-Jones, 2015). Two main variables within the diversity discussion; educational attainment and gender, are shown in Figure 2. The results indicate that men, in general, stay longer than women at their occupation. Depending on their level of education, this can influence the expectancy of employment length of both genders. For each age range, men tend to have a higher average employment tenure. For example, in the 45 to 54-year old bracket, men stay an average of 8.1 years, and women 7.1, which is the most significant gap in relation to the other age groups. Figure 2 also indicates that men and women, both of seasoned work experience, tend to stay longer, on average, five years longer than the 45 to 54-year old group, six years longer than the 35 to 44-year old group, and seven years longer than the 25 to 34-year old group in the same organization. As clearly illustrated, as employees age, they tend to stay longer with an organization. This is a contributing reason to the low leisure and hospitality field retention rates, which have the highest turnover in any field, because most of the staff, at least those who are seasonal workers, are in high-school or college due to the high labor demand in the summer months.

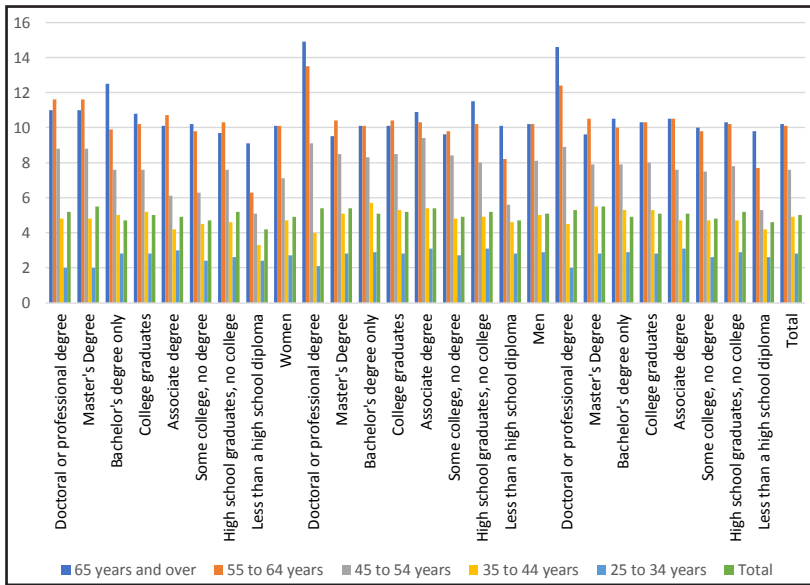


Fig. 2: Educational Attainment with Years of Service

Contrary to the Bureau of Labor Statistics’ information, a study done by Lyness (2001) found that the voluntary turnover rate of female managers was lower than those of the male managers. However, male employees who were promoted were more likely to resign than females who were promoted. Managers who had taken family leave had higher voluntary turnover rates than managers who had not taken leave, and amid family leave takers, managers with less education than graduate degrees were more likely to resign than managers with more education (Lyness, 2001). Although the research is not specific to the hospitality industry, it does support the need for additional study on gender with regard to turnover variability.

Further investigating gender differences in the hospitality field, Marko (2014) argues that men value organizational support due in part to perceived structural expectations of manual labor, while women value customer service due to relational factors and guest satisfaction. Service industries need to realize that female and male employees’ satisfaction within their work environment varies depending on how stimulated they are within the market.

Apart from gender variances, workplace autonomy and flexibility are critical components to employee retention. Flexibility is especially important in the housekeeping department. This department is known to be the most

physical job in the building, so it is more important to be flexible for the times these employees work. Most of the time, it will not affect operations of the organization, and the employees will be more likely to maintain the job that allows for the most flexibility (Hausman, 2016). A study conducted by Rose (1991), used data that was obtained from 526 employees working in 15 full-service hotels. Using discriminant analysis the authors examined the greatest variance among employees who articulated the intent to leave or remain. The highest voluntary turnover and mean total rates transpired with employees in the housekeeping department. These measures were revealed to be 115 percent and 158 percent, respectively. At one location, the overall turnover rate for employees in the housekeeping department was 511 percent. The next utmost average complete turnover rate, 90%, was in the department of food and beverage employees. Because the housekeeping department traditionally has the highest turnover rates, this study specifically examines the Dining Room and Beverage departments to determine if the trend is valid in the small, private-club sector.

On a more macro scale, Barrows, Rogoff, and Robinson (2017) examined HR practices within medium-sized private clubs, those employing more than 300 but fewer than 1500 employees and addressed the challenges that HR faces including employee performance, retention, and termination. HR managers emphasized the interview process as the most crucial factor in employee retention and ensuring you get the right candidate. They also mentioned that they valued candidates that had exemplary social skills (friendly and outgoing) which favors the extrovert over the introvert which means extroverted people tended to have more tenure and success at these clubs. Macro-management (managing a team from an overall picture and not person to person) also seemed to be important as larger firms with HR directors had less turnover than smaller firms with no HR director citing less structure and employee appreciation.

Due to the ever-declining unemployment rate, it is now easier for employees to switch jobs for growth. Employees who presently move from one position to another tend to get the most significant wage increases. The employees that are part of this movement see a nearly 30 percent larger annual pay increase than those employees who stayed in their present position over the past year (Harrison, 2018). Further examination of why employees stay with an organization while others decide to leave after one or two years was discussed in Self's (2011) study. It was concluded that there is a correlation between higher morale and lower turnover. The author explains that it starts with the interview process; managers should not simply hire to fill a spot; they must make sure the employee is well fit for the position in which they

are applying. Other themes that helped retain labor were remuneration, incentive programs, praise, recognition, and opportunities for development. The main areas pointed out from the face-to-face interviews were a sense of responsibility; employees that are accountable tend to take their position more earnestly. The next premise was having a monetary need to be employed; employees that are relying on their income tend to stay longer than those that are not motivated by monetary constraints. The next premise is having acquaintances that are employed, compared to those that have acquaintances that do not, might result in employees coming to work more frequently. The last premise was giving employee candidates accurate job descriptions, which the interviewees believed would help employee candidates choose the position that would fit them and stay longer.

Other common themes present in the available literature for employee turnover in private clubs and hospitality sectors, compared to other industries, include opportunities for advancement, ensuring that staff feels valued, appreciated, and have a feeling of satisfaction and job embeddedness. In summary, employees wish to feel as though their job has purpose; reminding them of such can play a big role in their continued employment. Employee retention starts with management; building an inclusive, diverse work environment, with opportunities to continually grow and develop, creates a workplace where employees look forward to prolonged tenure.

Research Question and Hypotheses

Influenced by current literature in the field, the following research question was posited for this study:

RQ1: *What are the contributing factors to employee turnover in the small, private club sector of the hospitality industry?*

Supported by the aforementioned research, hypothesis 1 states that: *There will be a significant difference between males and females, with respect to rates of turnover.* Similarly, hypothesis 2 states: *There will be a significant association between employment status, whether part-time or full-time, and employee's length of tenure at the organization.* Hypothesis 3 states that: *employee pay status, whether hourly or salaried, will be a significant factor in employee retention rates.* Hypothesis 4 contends that: *part-time employees will have a lower retention rate than full-time employees.* Hypothesis 5 states that: *employee retention rates will be significantly different based on departmental affiliation.*

Methodology

Seven hundred and eighty-six previously-terminated employees were selected for inclusion in this study. Data examined consisted of non-identifiable employee variables including: gender; status, this included regular full-time, regular part-time, temporary full-time, and temporary part-time staff; department; hourly or salary; age at hiring; age at termination; and length of tenure. Out of the 786 terminated employees, two had missing or out-of-range group codes, and 213 had at least one missing discriminating variable, which left 571 usable data points. Quantitative methods were most appropriate for this data set, and included discriminant analysis, factor analysis, and linear regression.

Results

From the factor analysis for all seven variables, there was no statistically significant results. However, when calculated as a discriminant analysis, as illustrated in Table 1, the Wilks' Lambda shows that the overall model is significant with a .009.

Table 1: Seven Factor Analysis

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.970	17.068	6	.009

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3243.103	4	810.776	40.682	.000 ^b
	Residual	15146.507	760	19.930		
	Total	18389.610	764			

a. Dependent Variable: Tenure

b. Predictors: (Constant), Gender, Hours, Age, TermAge

Table 2: Linear Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-4.286	1.042		-4.112	.000
Age	-.035	.046	-.105	-.760	.447
TermAge	.162	.048	.470	3.371	.001
Hours	3.382	.744	.152	4.543	.000
Gender	-.192	.327	-.020	-.587	.557

a. Dependent Variable: Tenure

When the dependent variable switched to ‘department,’ the Analysis of Variance in Table 3 shows a significant model with a .001 and an F-value of 4.751. Tenure, hours, and gender are not statistically significant with the department, but termination age is statistically significant. The Cook’s distance in Residual Statistics is also statistically significant at .003.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2073.623	4	518.406	4.751	.001 ^b
	Residual	82934.489	760	109.124		
	Total	85008.112	764			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	514.583	2.364		217.654	.000
	TermAge	-.110	.029	-.149	-3.810	.000
	Tenure	.053	.085	.024	.621	.535
	Hours	-1.385	1.756	-.029	-.788	.431
	Gender	.747	.764	.035	.977	.329

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	505.3469	512.8941	511.0497	1.64747	765
Std. Predicted Value	-3.462	1.120	.000	1.000	765
Std Error of Predicted Value	.535	3.394	.757	.375	765
Adjusted Predicted Value	505.3539	512.9027	511.0493	1.64738	765
Residual	-12.85625	35.12284	.00000	10.41888	765
Std. Residual	-1.231	3.362	.000	.997	765
Deleted Residual	-12.90272	35.24916	.00034	10.47412	765
Stud. Deleted Residual	-1.233	3.391	.001	1.001	765
Mahal. Distance	1.008	79.655	3.995	7.627	765
Cook's Distance	.000	.055	.001	.003	765

a. *Dependent Variable: Department*

b. *Predictors: (Constant), Gender, Hours, TermAge, Tenure*

When termination age becomes the dependent variable, the Anova in Table 4, once again, has the model being significant at $<.0001$ and an F-value of 3853.552. This test was used without the independent variables, gender and department, and when looking at the Coefficients, it shows that the termination age has significance with all the variables which include status, hours, age, and tenure. These variables are shown in Table 4; coefficients all being $<.05$. The Cook's distance in Table 4 Residual Statistics is also statistically significant at $.004$, showing that gender and department do not play an important factor as suggested in the aforementioned hypotheses. The tenure of employees is an important factor, but there is no conclusive evidence that regular part-time employees are more susceptible to termination than regular full-time or temporary employees.

Table 4: Analysis of Variance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106288.713	4	26572.178	3853.552	.000 ^b
	Residual	3916.646	568	6.896		
	Total	110205.359	572			

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	-2.700	.569			-4.750	.000
	Status	-.578	.084	-.055		-6.893	.000
	Hours	1.200	.471	.021		2.545	.011
	Age	.946	.008	.963		112.252	.000
	Tenure	.080	.026	.028		3.151	.002

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	14.5445	77.1476	29.5460	13.63156	573
Std. Predicted Value	-1.100	3.492	.000	1.000	573
Std Error of Predicted Value	.134	.954	.222	.105	573
Adjusted Predicted Value	14.5303	77.2617	29.5461	13.63252	573
Residual	-7.26966	6.20098	.00000	2.61673	573
Std. Residual	-2.768	2.361	.000	.996	573
Stud. Residual	-2.773	2.398	.000	1.001	573
Deleted Residual	-7.29621	6.39346	-.00017	2.63905	573
Stud. Deleted Residual	-2.790	2.408	.000	1.002	573
Mahal. Distance	.486	74.528	3.993	7.175	573
Cook's Distance	.000	.044	.002	.004	573
Centered Leverage Value	.001	.130	.007	.013	573

a. Dependent Variable: TermAge

b. Predictors: (Constant), Tenure, Status, Hours, Age

Discussion

Utilizing linear regression analysis, it was sought to determine if gender, part-time versus full-time status, departmental affiliation, hours worked, exempt versus non-exempt, age, and tenure were associated with retention rates at the club studied. The Wilks' Lambda at .009 showed that the overall regression model was significant. Through this analysis, and in contrast to previous figures reported by the Bureau of Labor Statistics, it was found that gender did not have a significant association with rates of retention, thus rendering Hypothesis 1 inconsequential. Hypothesis 2, which projected that employees with longer tenure, over 10 years, are more likely to stay until retirement than those with a shorter tenure, under 10 years, was supported. The analysis also shows that once employees reach age 55 and over, regardless of gender, they stay until retirement age, which also supports the hypothesis. Running contrary to the Bureau of Labor statistics report, hypothesis 3 was not statistically significant; showing that female hourly employees tend to terminate before male hourly employees, but only by a slight margin.

Hypothesis 4 was not found to be statistically significant, with regular full time and part time employees having similar rates of retention. The highest turnover rate, however, was from the kitchen and housekeeping departments, which are mainly regular full-time employees. Offering support for hypothesis 5, employees in departments 521 and 502, dining room and beverage, it is shown that these employees have a higher termination rate than the rest of the departments. Through research, it has shown that the housekeeping department has the most turnaround; however, through the data from the private club, the most turnaround occurred in the kitchen department, followed by the dining room, and then the housekeeping department. A limiting factor, however, is the lack of data showing whether the employees are seasonal or regular full-time status.

Conclusion

This study adds to the limited body of literature and data regarding terminated employees in the small, private club sector and may be generalizable to the larger hospitality industry. The main reasons that the leisure and hospitality field has the highest turnover in any field, may be due to the fact that most of the workforce is seasonal or part-time, due to the high need for labor in the summer months. As previously shown

in Tables 1 and 2, younger employees with less education, in general, do not stay employed at an organization very long. Further, by nature of the industry, a clear majority of the positions in the hospitality field are positions that will not lead to advancement. Advancement in the hospitality sector habitually necessitates relocation to another organization rather than upward advancement at that business.

Through this research paper, it can be shown that younger workers, regardless of gender, with less education are more prone to turnover, while those that are salaried and full-time stay with an organization longer. Younger employees that work primarily for monetary reasons seem to stay longer if the organization meets criteria which corresponds to the individual's prerequisite needs. As reported, the housekeeping department maintains the highest instances of turnover. It is one of the most demanding positions in the field, physically, offers the least ability for advancement and employees tend to be younger than those in other departments, on average. Through this study, the data reveal that if organizations are interested in reducing their employee turnover and subsequent workforce replacement costs, employees need to be recognized and rewarded as full-time employees. Temporary, seasonal employees will always be needed in the hospitality industry, however, but those that are willing to stay should be given the chance to become full-time, regardless of gender and education.

The purpose of this paper is to aid managers in private clubs and those involved in the greater hospitality sector to reduce employee turnover by following the current research. It is shown that the younger workers with less education are among those most likely to leave. Private clubs and the hospitality sector need these employees, especially in the summer months, for the high demand placed upon them. If the organization can be flexible and work with the individual while making them feel included, these seasonal employees could turn into regular part-time or full-time employees. Offering the seasonal employees a position during the winter months, whether it is part-time or full-time, will help them feel wanted by the organization. This feeling manifests into the individual staying within that organization for a longer period, more than the Bureau of Labor Statistics states, an average of 2.9 years.

The data show 363 individuals that were either terminated or released in under a year, of which the majority were regular part-time and temporary part-time, while 151 individual's tenure was shorter than two years. Out of the 363 individuals that were terminated in under a year, which contradicts previous research, thus rendering gender inconsequential as related to turnover.

The data shows that this problem is increasing. Over the last 4 years, since 2015, total employee turnover has increased. Over 100 employees, since 2015, have not made it longer than a year in that position. This shows that in the hospitality and private club industries, managers are hiring just to hire due to the lack of employees applying for a position or lack of employees with experience. To keep employees longer and prevent early termination, the hiring department manager needs to make sure that the individual fits the establishment and the position. An employee will not make it long if they do not enjoy their job because it does not fit their personality.

Managers must not concentrate on a certain department if one has more turnover than another. From the literature shown, the housekeeping department termination is higher than the other departments. However, the data in this study shows that most departments with younger employees have high turnover. Each business is different, as is the case with this data. Again, the hiring department manager needs to make sure that the individual fits the establishment and the position. Out of the 786 employees terminated in this study, 430 employees are high school through college age, 23 and under. The data shows that a small minority, once over the age of 23, have a higher average number of years within the organization. A potential solution to this dilemma, when at all possible, is to focus on employing fewer college-aged workers and focusing on hiring staff members that show a willingness to invest increased time in the organization. Younger applicants could still be hired in a seasonal, temporary capacity, however. Not everyone will stay with an organization, but if private clubs can keep most staff, the bottom-line will increase due to the employees keeping and growing their knowledge of the organization and the membership, and expenses associated with training and the hiring process overall will decrease.

In sum, this research benefits small, private clubs in the hospitality sector by showing data that could reduce employee turnover by staying in tune with the trends in termination. Organizations can develop methods to improve employee satisfaction, therefore maintaining employees while saving money and increasing member and guest satisfaction.

Future Research

In the past decade, substantial research has been conducted on the hospitality sector and turnover within the industry; however, studies on small, private clubs, and the causes underlying employee turnover, has been limited. Although this paper expounds on the turnover taking place in a private club setting, the body of research can be further enriched by using more than

one organization within this sub-area, as well as more in-depth qualitative reviews, which was a limitation to this study's outcomes. Additionally, future research which focuses on the seasonality of club employees should be further examined. Incentivizing returning employees, those who may need to take on additional work in non-peak seasons, is an option that seems feasible, yet unsupported in a true scientific or research examination.

References

- Barrows, C., Rogoff, J., & Robinson, M. (2017). Human resource management responsibilities in private clubs. *Journal of Human Resources in Hospitality & Tourism, 16*(2), 153–170. Retrieved from <https://doi.org/10.1080/15332845.2016.1202727>
- Blomme, R. J., Rheede, A. V., & Tromp, D. M. (2010). Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research, 10*(4), 269–285.
- Bureau of Labor Statistics. (2019). Annual total separations rates by industry and region, not seasonally adjusted. Retrieved from <https://www.bls.gov/news.release/jolts.t16.htm>
- Bureau of Labor Statistics. (2018). Median years of tenure with current employer for employed wage and salary workers by industry, selected years, 2008-2018. Retrieved from <https://www.bls.gov/news.release/tenure.t05.htm>
- Cha, J., Kim, S., & Cichy, R. F. (2009). Job Satisfaction, Organizational Commitment, and Contextual Performance: Examining Effects of Work Status and Emotional Intelligence among Private Club Staff Members. International CHRIE Conference-Refereed Track. 6. Retrieved from <https://scholarworks.umass.edu/refereed/Sessions/Friday/6>
- Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. J. (2015). The importance of developing strategies for employee retention. *Journal of Leadership, Accountability & Ethics, 12*(2), 119–129.
- Club Management Association of America. (2016). Retrieved April 8, 2019, from <https://www.cmaa.org/template.aspx?id=216>
- Economic News Release. (2019, April 9). Retrieved April 9, 2019, from <https://www.bls.gov/news.release/jolts.nr0.htm>
- Felps, W., Mitchell, T., Herman, D., Lee, T., Holtom, B., & Harman, W. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *The Academy of Management Journal, 52*(3), 545-561.

- Gecko Hospitality Salary Survey Report 2018. (2018). Retrieved April 8, 2019, from <https://www.geckohospitality.com/wp-content/uploads/2019/03/2018-salary-survey-report.pdf>
- Gustafson, C. M. (2002). Employee turnover: A study of private clubs in the USA. *International Journal of Contemporary Hospitality Management*, 14(3), 106-113.
- <https://doi-org.proxy-iup.klnpa.org/10.1108/09596110210424385>
- Harrison, D., & Morath, E. (2018, July 4). In this economy, quitters are winning. Retrieved from https://www.wsj.com/articles/in-this-economy-quitters-are-winning-1=21603911&tier_2=dcm&tier_3
- Haussman, G. (2016, October 25). 4 truths about hotel employee retention. Retrieved April 5, 2019, from <https://www.hotelmanagement.net/4-truths-about-hotel-worker-employee-retention>
- Holston-Okae, B. (2017). Employee turnover intentions in the hospitality industry (Order No. 10287336). Available from ProQuest Dissertations & Theses Global. (1914314482). Retrieved from <http://proxy-iup.klnpa.org/login?url=https://search-proquest-com.proxy-iup.klnpa.org/docview/1914314482?accountid=11652>
- Hughes, J., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.
- Josiam, B. M., Clay, J. M., & Graff, S. (2011). Who will stay and who will go: Predicting club general manager turnover. *Tourismos*, 6(2).
- Key hospitality trends according to Hcareers 2018 Report [Blog post]. (2018, September 5). Retrieved from <https://www.geckohospitality.com/2018/09/05/hospitality-trends-hcareers-2018-report/>
- Lavoie, T. M., Paquet, M., Duchesne, M., Santo, A., Gavrancic, A., Courcy, F., & Gagnon, S. (2010). Retaining nurses and other hospital workers: An intergenerational perspective of the work climate. *Journal of Nursing Scholarship*, 42(4), 414-422. doi.org/10.1111/j.1547-5069.2010.01370.x
- Lyness, K. S., & Judiesch, M. K. (2001). Are female managers quitters? The relationships of gender, promotions, and family leaves of absence to voluntary turnover. *Journal of Applied Psychology*, 86(6), 1167-1178. doi.org/10.1037/0021-9010.86.6.1167

- Petrović, M. D., Jovanović, T., Marković, J. J., Armenski, T., & Marković, V. (2014). Why should gender differences in hospitality really matter? A study of personnel's service orientation and job satisfaction in hotels. *Economic Research-Ekonomska Istraživanja*, 27(1), 799-817. DOI: 10.1080/1331677X.2014.975516
- Mest, E. (2017, September 21). Coping with housekeeping turnover requires creativity and diligence. Retrieved April 5, 2019, from <https://www.hotelmanagement.net/housekeeping/coping-housekeeping-turnover-requires-creativity-and-diligence>
- Morath, E. (2018, June 5). American job openings now outnumber the jobless. Retrieved April 10, 2019, from https://www.wsj.com/articles/american-jobs-outnumber-the-jobless-1528212776?mod=article_inline
- News Release Bureau of Labor Statistics [Fact sheet]. (2019, March 15). Retrieved April 5, 2019, from <https://www.bls.gov/news.release/pdf/jolts.pdf>
- Private clubs under the americans with disabilities act. (2019, March). Retrieved April 5, 2019, from ADA National Network website: <https://adata.org/factsheet/private-clubs-under-americans-disabilities-act>
- Rose, R. W. (1991). Comparison of employee turnover in food and beverage and other departments in hotel properties (Order No. 9219615). Available from ProQuest Dissertations & Theses Global. (304026200). Retrieved from <http://proxyiup.klnpa.org/login?url=https://searchproquestcom.proxyiup.klnpa.org/docview/304026200?accountid=11652>
- Salazar, J. P. (2000). The relationships between hospitality employee empowerment, overall job satisfaction and organizational commitment: A study of race and gender differences (Order No. 9965765). Available from ProQuest Dissertations & Theses Global.
- Self, J., & Dewald, B. (2011). Why do employees stay? A qualitative exploration of employee tenure. *International Journal of Hospitality & Tourism Administration*, 12(1), 60–72. doi.org/10.1080/15256480.2011.540982
- Simon, R. (2019, May 13). Small firms battle to hire. *The Wall Street Journal*, A1-A2.
- Watts, J. (2018). Perceived work status congruence and voluntary turnover intentions of tipped hourly casual-dining restaurant employees (Order No. 10751776). Available from ProQuest Dissertations & Theses Global. (2030355363). Retrieved from <http://proxy-iup.klnpa.org/login?url=https://searchproquestcom.proxyiup.klnpa.org/docviewIN/2030355363?accountid=11652>