Hospitality management graduates' perceptions of career factor importance and career factor experience and the relation with turnover intentions

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Hospitality management graduates’ perceptions of career factor importance and career factor experience and the relation with turnover intentions

by

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A dissertation submitted to the graduate faculty
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

Major: Hospitality Management

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CHAPTER 1. INTRODUCTION

Previous researchers have examined management within the hospitality industry for many reasons, including: examining job satisfaction of general managers (Frye & Mount, 2007), determining factors on a resume that may lead to being contacted for an interview (Countryman & Horton, 2006), and determining the causes of management turnover and what could be done to increase retention (Stalcup & Pearson, 2001; Walsh & Taylor, 2007). In addition, research has been done examining graduates from specific institutions (Walsh & Taylor, 2007) as well as perceptions of current students and what they expect when they graduate (Richardson, 2009). Blomme, Van Rheede, and Tromp (2009) found differences between pre- and post-entry expectations of hospitality management graduates in the hospitality industry. However, no past research has examined differences in hospitality graduates with respect to experiences, importance, and turnover in the hospitality industry.

Researchers have found many hospitality graduates either never entered the industry, or left the industry with no intent to return (Blomme et al., 2009; King, McKercher, & Waryszak, 2003; Stalcup & Pearson, 2001; Walsh & Taylor, 2007). In addition, Blomme et al. found significant differences in pre- and post-entry expectations of hospitality graduates. If hospitality graduates are entering the industry without an accurate understanding of the industry, this could be the cause of many leaving the hospitality industry. With hospitality management graduates not working in the hospitality industry, and instead working in other areas, it is important to determine where gaps exist so educators and practitioners can make a difference.

A discrepancy between what employees expect and what they experience has been suggested as one of the reasons hospitality employees leave the industry (Blomme et al.,
Because turnover is high in the hospitality industry and retaining educated staff is becoming increasingly difficulty (Walsh & Taylor, 2007), determining the gap between importance and experiences of hospitality graduates is important so educators and industry professionals can attempt to reduce the gap.

The purpose of this research was to determine the importance and experiences of career factors of hospitality management graduates and how they relate to turnover intentions. In addition, differences in perceptions of hiring managers were examined.

**Research Objectives**

This research study examined the perceptions of importance and experience of career factors of recent hospitality management graduates and how the differences relate to turnover intentions. The primary objectives of this study were to:

1. determine if differences exist between perceptions of career factor importance and career factor experience of hospitality graduates relative to whether or not they are still in the hospitality industry;
2. examine differences in perceptions of career factor importance and career factor experience of hospitality graduates relative to whether or not they are still in the hospitality industry;
3. explore hiring managers’ perceptions of what potential applicants want in a hospitality career (tied to career factor importance) and what the company the manager works for offers (tied to current job experiences);
4. determine if turnover intentions are related to the difference of career factor importance and career factor experience for hospitality graduates still in the hospitality industry;
5. examine if turnover intentions differ based on demographic characteristics (gender, age, tenure at current job, and tenure in the hospitality industry); and

6. explore differences in turnover intention, intention to stay, and intention to return to the hospitality industry of hospitality graduates.

**Significance of Study**

Research examining career factor expectations of hospitality students (Richardson, 2009), and limited research with hospitality graduates (Blomme et al., 2009), has been done in the past. However, no past research has tied the importance and experiences of career factors of recent graduates together or related them to turnover intention. In addition, no past research has surveyed the hiring managers to compare responses or asked open ended questions of the same sample regarding turnover intentions. This research is significant for both hospitality students and hospitality researchers. Future hospitality graduates may use the information to determine if their perceived importance of career factors match the reality of the hospitality industry. Researchers and educators may use the information to continue defining the direction of hospitality management careers by attempting to provide a clearer picture of the industry or putting more emphasis on hospitality internships. In addition, educators may use the information to ensure current student expectations are realistic with respect to the careers available and the working conditions of the industry.

The results of this research study will be valuable to hospitality management educators and administrators at various institutions as well as industry professionals. One perspective will be that it is the educator’s responsibility to ensure hospitality graduates have accurate expectations of the industry. Another perspective would be that industry professionals are responsible for providing the career factors new graduates are expecting.
Either way, this research will assist in determining where the gap exists and which factors need more focus. In addition, if these gaps are reduced then perhaps there will be an increase in the retention rate of hospitality management graduates within the hospitality industry.

**Definition of Terms**

**Career factor:** Factors which are present at different levels within different industries which could influence decisions on choice of careers (Kyriacou & Coulthard, 2000).

**Turnover intention:** For the purposes of this research study, turnover intention is treated as a respondents intent to leave the hospitality industry as whole as opposed to a single job within the industry.

**Experience:** Experience as it relates to career factors is identified for individuals still in the industry as their current experience and for those that have left the industry as their previous experience.

**Importance:** Importance is identical for both sets of respondents, the perceived need or desire as it relates to career factors.

**Difference:** Difference is a calculated variable that will quantify the gap between career factor importance and career factor expectation.
CHAPTER 2. REVIEW OF LITERATURE

Turnover has been a constant issue in the hospitality industry. Researchers have suggested a difference in pre-existing expectations of the hospitality industry and the reality of the industry could be a cause (Blomme et al., 2009; Kusluvan & Kusluvan, 2000). The first section will include past research on turnover and how turnover relates to other employment issues. In the second section, the researcher addresses past research on career factor experiences and perceptions, particularly in the hospitality industry. The third section includes information on education and student expectations. The last section includes information regarding the measurement tools used in this study.

Turnover

The hospitality industry is known to have a high turnover rate. Stalcup and Pearson (2001) examined the causes of turnover with hospitality managers. The authors found 86% \( (n = 206) \) of hospitality managers who left a hospitality job stayed within the industry. Following up on Stalcup and Pearson’s research, Walsh and Taylor (2007) concluded the remaining 14% of the talented managers left the industry for good.

Blomme (2006) found approximately 70% of The Hague hotel school graduates were no longer in the hospitality industry after 6 years of graduation. In addition, Blomme et al. (2009) found almost 66% \( (n = 159) \) of first year hospitality students intended to enter the hospitality industry and 17% \( (n = 78) \) of graduates did not intend to work in the hospitality industry. Walsh and Taylor (2007) indicated retaining educated staff is becoming a major challenge in the hospitality industry; this aligns with Blomme et al.’s results.

King et al. (2003) examined experiences and perceptions of graduates from hospitality schools in Australia and Hong Kong. The authors found between 48% \( (n = 205) \)
and 53% (n = 146) of the hospitality graduates sampled did not work in a hospitality related field at the time of the study.

Cho and Erdem (2006) received usable responses from 106 certified hotel administrators and certified human resources executives (14% response) by the American Hotel and Lodging Educational Institute. The authors examined employee relations programs and organizational performance. The authors measured organizational performance by using employee turnover, labor productivity, and revenue per available room. Actual turnover numbers were provided by the administrators and executives. The authors found having a suggestion program and productivity of employees significantly predicted turnover rate for only managerial employees. The authors suggest giving managerial employees the opportunity to provide suggestions for organizational improvement as managers without this opportunity are likely to leave the organization.

Choi (2006) examined factors that directly and indirectly impact turnover intentions. The author received 375 completed surveys (75% response). Turnover intention was measured by comparing the intentions to seek a new job and the intentions to leave an existing job. The authors suggested all measured factors (accuracy of job information, need-rewards match, comparison with others, relationship quality, job satisfaction, and organizational commitment) could be used to explain turnover intention. The authors suggested providing incentives to employees, and attempting to increase organizational commitment by ensuring employees feel they are an asset to the organization.

DiPietro and Condly (2007) examined the relationship between the Commitment And Necessary Effort model of motivation and employee turnover. The authors received responses from 545 employees (78% response) of mid-scale hotels and quick service
restaurants. Actual turnover numbers were used for the two months the study took place. The authors found high levels of self-efficacy, task value, and task importance to increase employee motivation. Employee motivation then decreased turnover intent. In addition, employees who found working conditions unfair or unreliable were more likely to leave. The authors noted while some factors showed a relationship with turnover intention, it is the employee perception of the factors that affect their turnover intention, not whether the factors are present.

Walsh and Taylor (2007) analyzed responses from 401 Cornell University School of Hotel Administration graduates. The authors found respondents who were committed to challenging work had a lower turnover intention of both their current jobs as well as the hospitality industry. The authors argued poor compensation, burnout, and work-life balance are not the main predictors of turnover for young managers in hospitality. The authors argued the absence of opportunities was the leading cause of turnover. The authors found that young managers want to continue learning, continue to grow, and be able to manage their own career. The authors found those with higher turnover intention were more likely to be in a job that was not challenging and did not offer learning opportunities. The authors suggested leaders of organizations should have clear paths, which include learning opportunities and challenges, to promotion. The authors found the young managers who were actively managing their own careers were able to find promotion opportunities by switching organizations, but not as often within the same organization.

Babakus, Yavas, and Karatepe (2008) surveyed 723 frontline employees (55% response) of three- to five-star hotels in Turkey. The authors examined the relationships between job demands, job resources, intrinsic motivation, emotional exhaustion, and turnover
intentions. The authors used a three-item tool developed by Boshoff and Allen (2000) to measure turnover intentions. The authors found high job demands led to emotional exhaustion, while availability of resources and intrinsic motivation led to a decrease in emotional exhaustion. An increase in job demands and emotional exhaustion led to an increase in turnover intention and intrinsic motivation lowered turnover intention. The authors found lack of job resources to increase turnover intention. The authors suggested reducing job demands and keeping availability of resources high to reduce turnover. In addition, the authors emphasized the importance of intrinsic motivation in lessening emotional exhaustion and the impact of job demands, emotional exhaustion, and job resources on turnover intention.

Moncarz, Zhao, and Kay (2008) examined workplace retention initiatives and the relation with employee turnover and retention. The authors used responses from 70 hotels (30% response) across 20 states. The authors used actual management and non-management turnover and retention for the respective variables. The authors found the most popular retention initiatives to be: providing guiding principles, having an open door police, and having a caring, fun and autonomous work environment. Two initiatives were significantly related to retention: having a corporate culture of communication and having good hiring and promotion practices.

Tracey and Hinkin (2008) examined factors within a hotel that led to higher turnover costs. The authors examined 33 U.S. hotels and found costs to be higher for complex jobs, independent hotels, large properties, and properties with high occupancies and average daily rates. The authors estimated replacement costs to be twice as much for employees who are competent at difficult tasks versus employees who are perfect at simple tasks. The most
expensive employees to replace were those in complex jobs at large upscale hotels. Front-desk associates could cost more than $12,000 to replace when considering pre-departure, recruiting, selection, orientation, and training costs as well as productivity loss. The authors encourage industry practitioners to manage employees more effectively to reduce the associated costs.

Chau, Dahling, Levy, and Diefendorff (2009) administered an online survey to 259 bank tellers (26% response) measuring surface acting (suppressing feelings and faking emotions), deep acting (changing one’s feelings in order to display appropriate emotions), emotional exhaustion, and turnover intentions. The authors adapted Hom, Griffeth, and Sellaro’s (1984) three-item turnover intention tool for their survey. Actual turnover was used from 6 months of organizational records. Chau et al. (2009) found surface acting had an indirect effect on turnover, through emotional exhaustion and turnover intentions, and turnover intentions, through emotional exhaustion. Deep acting had a negative indirect effect on turnover through turnover intentions. The authors argued employees should be trained in, and encouraged to use, deep acting instead of surface acting.

Cho, Johanson, and Guchait (2009) surveyed 416 hospitality employees (50% response) to examine whether the opposite of a factor that predicts intent to leave would increase an employee’s intent to stay. Intent to leave was measured with a single item regarding an employee’s likelihood to leave the organization in the next 12 months. Intent to stay was measured by examining the respondents’ desire and intent to stay within the organization. Organizational commitment decreased employees’ intention to leave, but did not increase intent to stay. Perceived organizational support decreased intention to leave and increased intention to stay. The authors suggest researchers focus on finding factors that
cause employees to stay rather than focusing on factors that cause employees to leave an
organization.

La Lopa, Beck, and Ghiselli (2009) examined turnover intentions of hospitality and
tourism educators based on career anchors and biodata of 337 educators from a secondary
data source. Age and academic rank had an inverse relationship with turnover. In addition,
when certain career anchors were satisfied there was a decrease in turnover intentions. In
particular, having job security and living in the current geographic location had the strongest
effect. The authors argue when posting faculty positions, including percent of faculty who
earn tenure and geographical information would lead to the best results based on these
findings.

Murphy, DiPietro, Rivera, and Muller (2009) examined turnover intentions of 47
multi-unit managers (64% response) of casual restaurants. The authors hand delivered the
surveys during an annual conference. The authors used a 13-item scale to examine why
district managers may leave their current position. Top rated items included not enough
recognition, too much stress, long hours, job is too demanding, and lack of human resource
skills. The authors used factor analysis to reduce the 13-item scale to three categories: lack of
necessary managerial knowledge and skills, high performance/profitability standards, and
lack of organizational/human resource standards. The authors argued by addressing these
issues, turnover of district managers would be lowered.

Ng and Butts (2009) received surveys from 206 employees (87% response) of a
nationwide financial company. The authors examined the moderating effect of locus of
control on information sharing, job significance, opportunity for learning, availability of
rewards for performance, and employee intention to stay. The authors used a single item to
measure intention to stay. The authors found an interaction effect of information sharing, job significance, and locus of control that led to an increase in intentions to stay. In addition, opportunity for learning, availability of rewards, and locus of control interacted to increase intentions to stay.

Parsa, Tesone, and Templeton (2009) examined the traditional method of measuring employee turnover and argued it does not take into account important factors, such as employee performance, tenure, and knowledge. The authors suggest new employees are significantly cheaper to replace than high performers with a long organizational tenure and strong knowledge base. The authors suggested a method of measuring turnover in terms of dollars lost as opposed to a percent or actual cost.

Post, DiTomaso, Farris, and Cordero (2009) surveyed 640 scientists and engineers employed in private research and development laboratories. The authors examined intentions to leave the research and development department as well as intentions to leave the organization. In addition, the authors had usable surveys from 449 (70% response) and 489 (76% response) employees from the respective departments. Intent to leave was measured with a single item on the questionnaire. The authors found no support for family interference with work or work interference with family directly impacting an individual’s intent to leave their department or the organization. However, the authors found family interference with work increases intent to leave the organization through work dissatisfaction.

Alonso and O’Neill (2009) examined labor issues of small hospitality enterprises in college towns. The authors interviewed small business owners and managers of 21 businesses (51% response) over the phone. The authors found the owners and managers agreed that finding labor was a difficult task. In addition, the owners and managers agreed
that turnover and other staffing problems were issues at their businesses. The authors mentioned not many of the business owners and managers knew retaining valuable employees was important enough to actively attempt to retain employees. The authors noted some respondents mentioned they are accustomed to seeing college students come and go so they do not actively try to retain employees.

Choi and Dickson (2010) used case study methodology to study the relationship between management training, job satisfaction, and employee turnover. The authors’ study examined employees at a lodging company with two hotels in northeastern United States. Choi and Dickson collected data, initiated an intervention to increase the management training, and examined data after the intervention. The authors found a significantly higher job satisfaction and lower turnover from the employees post-intervention. Turnover reduction was based on a comparison between previous year and the year after the intervention. The authors argued the turnover rate decreasing from 90 percent to 57 percent to be significant.

Davidson, Timo, and Want (2010) surveyed human resource managers from 64 hotels (29% response) to examine turnover rates and turnover cost of four- and five-star hotels in Australia. The authors estimated an average cost of $9,591 to replace a line employee and $109,909 to replace an executive, managerial, or supervisory employee. In addition, the authors found the turnover rates to be 51 percent for operational employees and 39 percent for the managerial staff. The authors estimated the 64 hotels that participated in the study spent a total of $7 million a year on turnover expenses for managerial staff and $42 million a year for line employees.

Karatepe and Karatepe (2010) surveyed 263 customer-contact employees (88% response) from three- to five-star hotels in North Cyprus. The authors examined the
moderating effect of organizational tenure on role stress, emotional exhaustion, and turnover intentions. The authors adapted a three-item tool developed by Boshoff and Allen (2000) to measure turnover intentions. The authors found organizational tenure to reduce the impact of stressors and cause employees to stay longer. In addition, the authors found those with longer organizational tenure to be less impacted by emotional exhaustion. The authors suggested investing in employees to stay with the organization longer via training programs and promotions. The authors believe investing in employees would show they are vital to the organization and help mitigate the impact of role stress and emotional exhaustion.

Nadiri and Tanova (2010) surveyed 208 hotel employees (69% response) and 40 of their managers (13% response) in North Cyprus to examine how justice relates to turnover intentions, job satisfaction, and organizational citizenship behavior. The authors found fair and just organizational procedures had an impact on turnover intentions and job satisfaction. In particular, the fairness of personal outcomes explained more of the variance of employees’ turnover intentions. The authors mentioned that the fairness of the procedure in deciding rewards has been found to be more important than the rewards themselves. However, in this study the authors noted that even if employees perceive the distribution of rewards as fair, their intent to leave will be more based on the reward they personally receive.

Young and Corsun (2010) surveyed 213 unionized cooks (60% response) in a single city within the United States to examine their intent to leave. The authors tested hypotheses relating intent to leave either directly or indirectly with each of the following: job satisfaction, perceptions of workplace injuries, perceptions of work demands, perceptions of kitchen conditions, and degree of work engagement. Young and Corsun found perceptions of work-related injuries and levels of work engagement to be predictors of intent to leave the
professions. However, the authors found no evidence connecting the remaining predictors to turnover intention.

**Careers Experiences and Perceptions**

High turnover rates in the hospitality industry led Chuang, Goh, Stout, and Dellman-Jenkin (2007) to examine career expectations of hospitality undergraduates. The authors determined career choice influence factors and which factors could lead to a commitment to the hospitality industry. The authors found gender, current employment status, career decision self-efficacy, and career outcome expectation as the strongest predictors of retention within the industry. In addition, the authors found students with relevant work experiences to be more committed to their career choice.

Kusluvan and Kusluvan (2000) developed a questionnaire to determine the perceptions and attitudes of tourism students. The authors received 397 usable questionnaires (40% response) from students in Turkey. The authors argued a well-educated and committed staff is vital in the hospitality industry in order to have a competitive advantage and ensure success. The authors argued a committed staff is possible when hospitality graduates have a positive attitude towards working in the hospitality industry. The authors found respondents had a negative perception towards several of the characteristics associated with the hospitality industry, such as: a stressful job, a lack of family life, long hours, seasonal jobs, low social status, and low pay. In addition, the authors found 59% of students chose to study tourism without knowledge of the working conditions of the industry. Kusluvan and Kusluvan suggested graduates need to have realistic expectations of the industry in order to have more committed employees.
Richardson (2009) received completed surveys from 379 tourism and hospitality students (25% response) in Australia to measure perceptions of the hospitality industry. The author examined differences between importance and expectations of students on 20 career factors. The authors found discrepancies between what students perceived as important and what they expected in a hospitality career. Richardson concluded hospitality and tourism students do not expect the hospitality and tourism industries to offer them the career factors they feel are important. In addition, the author noted tourism and hospitality students do not have a clear idea of careers and working conditions in the hospitality industry.

The career factors used by Richardson (2009) are similar to the pre- and post-entry expectations examined by Blomme et al. (2009). Blomme et al. found distinct differences in expectations of job content, development opportunities, work-family balance, salary, performance-related pay, and career opportunities. The authors argue discrepancies in what employees expect in the industry and actually experience may lead to negative consequences, such as turnover.

Kim, Hallab, and Lee (2009) received 126 completed surveys from a class of students majoring in hospitality and tourism management in Korea. In their survey they examined work factors students wanted in a hospitality career. The authors found interesting work, work with benefits, and good working conditions to be the most valued factors. The least valued factors included location, training, and supervisor. The authors mentioned as graduates move up professionally, salary becomes the top valued item.

Weber and Ladkin (2009) examined the career anchors of 104 convention and exhibition professionals (15% response) in Asia. The authors found the most dominant career anchor to be related to lifestyle. The authors argued this as counter-intuitive due to the long
hours employees work. However, with a larger female sample size the authors argued maternity and day-care options could have been the cause of this finding. The next highest rated career anchors were related to having a challenging job and a job with autonomy. The authors suggested concentrating on these career anchors otherwise managers risk losing individuals who want to work at their organization.

Wong and Ko (2009) conducted in-depth interviews with 24 human resource managers, hotel employees, and industry professionals. In addition, the authors administered questionnaires designed to measure respondents’ perceptions of work-life balance issues. The authors found the most important factors to be: needing more free time, workplace support of family matters, flexible work schedule, allegiance to work, ability to voluntarily reduce hours for personal needs, and the upkeep of work and career. The authors suggested industry professionals should listen to their employees and appreciate differences in needs. In addition, industry professionals should provide more free time, offer flexible work schedules, provide support of family matters, and also to use a pilot program when making changes to examine acceptance. The authors suggest once work-life balance is in place, practitioners will retain their employees.

Hinkin and Tracey (2010) analyzed the human resource practices of 21 companies with similar human resource issues as those in the hospitality industry, including: long hours, high turnover, and low pay. Of the 21 companies, 4 were within the hospitality industry. The authors argued the hospitality industry has been slow to change the way they manage human capital. The authors suggested moving from a mentality of high turnover is expected in the hospitality industry, to a mentality of people are assets and should be managed effectively.
Maxwell, Ogden, and Broadbridge (2010) examined responses of 122 Generation Y students with hospitality work experience. The authors found early experiences in the hospitality industry decreased the likelihood that 46% of respondents would still seek a career in the hospitality industry. The authors found the main goals of the hospitality students were to achieve a career in which they can succeed and have upward promotions. In addition, the authors found respondents want challenging work and a fair employer. The authors suggested retention could be improved if hospitality employers offer career development systems and offer secure jobs. In addition, the authors found the students to have high career expectations which if unmet could lead to dissatisfaction and turnover.

Richardson (2010) examined responses from 379 hospitality students in Australia. The purpose of the study was to investigate the factors that influence career decisions of the hospitality students and determine differences between Australian and international students. The authors found differences in opinions related to what the students found important. The authors found international students perceived the hospitality and tourism industries as offering more of the factors they found important. The authors suggested this finding would mean international students would be more likely to pursue a career in hospitality or tourism due to more of their influencing career factors being met. The authors further argue if international students have a more positive image of the industry then perhaps they should be targeted by hospitality companies as they may be more likely to meet the international students’ needs.

**Education**

Ayres (2006) interviewed 12 senior and 11 middle level managers in the tourism industry. The authors explored how education and opportunities played a role in the
development of careers. The authors found eight senior managers got to the current point in their career because they were in the right place at the right time, two had carefully planned their path to where they were, and two got to where they were through a combination of chance and a planned path. Of the middle managers, there was a more even split about their expected promotions. Four middle managers expected opportunistic moves up, four expected a mix of strategies, and one was unsure. Four senior managers believed formal education was crucial to their career path. Over half of the managers believed education had no influence on their career path. The senior managers mentioned at a certain point, experience is far more important than education. The authors suggested the senior managers may not have needed education to get where they are, but education is becoming increasingly necessary. This was confirmed by the middle managers that expressed the importance of education in getting to where they are and where they want to be. The author noted a passion for their job was a common trait among all managers.

Lee (2007) examined perceptions of students about learning in the classroom and outside of the classroom via industry-based learning. The authors found those who participated in industry based learning had a better understanding of how organizations operate, a more realistic understanding of career expectations, a larger network of industry contacts, an increased initiative and ability to adapt to change, and increased leadership and financial skills. The authors reported students learned more about oral presentation skills, writing skills, working with others, designing and conducting experiments, and awareness of civic responsibilities in a classroom learning setting.

Marchante, Ortega, and Pagán (2007) used a previous sample of 3,314 employees from hotels and restaurants in Andalusia to compare actual education versus required
education for current positions. The authors identified the term educational mismatch as individuals with too much education or insufficient education for their current position. The authors found over half of the respondents to be considered educationally mismatched. Individuals without enough education for their current position made up for the lack of education with experience. The authors found no evidence of extra schooling being able to substitute for insufficient education.

Müller, Vanleeuwen, Mandabach, and Harrington (2009) surveyed culinary students and recent graduates from that same program. The authors received responses from 84 of the currently enrolled students (67% response) and 112 from the recent graduates (70% response). The authors noticed a significant improvement is needed in communication skills. Both sets of respondents had low satisfaction with writing skills, overall learning, overall program, teacher relevancy, and relevant topics. Current students had higher satisfaction with problem solving skills, computer skills, and speaking skills than the graduates. The authors suggest industry professionals should expect recent graduates to have the knowledge and abilities to cook, but should expect to provide training in communication, time management, work quality, hiring, and productivity.

Careers and Education

Garavan, O’Brien, and O’Hanlon (2006) received responses from 331 graduates (27% response) of two major hospitality management schools in Ireland and Switzerland. The authors investigated factors that led to career advance of hotel managers. The authors found managers used more short-term training provided by the organization. However, managers did not commonly seek out long-term learning projects. The authors found an investment in education, mentoring, and networking to be associated with career advancement.
Chen and Gursoy (2007) used a snowball-sampling method to reach leisure, recreation, and tourism professionals and faculty members of a local college. In addition, the researchers surveyed graduating students about job interests and programs of study. The authors found student responses to be similar to those of faculty and industry professionals. In addition, students’ education, work, and preparation matched industry professionals’ perceived need of graduates when entering the workforce. A common item discussed was the leisure, recreation, and tourism industry is dynamic. The authors mentioned the need to adapt education to the dynamic leisure, recreation, and tourism industry. Due to the dynamic nature of the industry, the authors suggest the most important item students need to be prepared for as they enter the industry is change.

Ko (2007) examined responses from 291 hospitality students’ (97% response) about their satisfaction with internship programs. In addition, Ko examined relationships among training, job satisfaction, and confidence of future careers. The author found students had positive attitudes towards their internship experiences and training led to job satisfaction and confidence in a career. The author suggested a relationship between confidence in a career and willingness to remain in the hospitality industry was present.

Roney and Öztin (2007) surveyed 450 Turkish students (100% response) on their perceptions of tourism careers. The authors found the students did not have a favorable or unfavorable perception of tourism careers. The majority of students believed they would make good money by working in tourism, which the authors pointed out was contrary to the traditional image of low pay in the industry. The authors found as students completed work experiences in college, their perception of the tourism industry was affected in a negative way. In addition, students rated irregular working hours and job security as important factors.
The authors suggested high career expectations can cause issues if not met, so giving students an accurate depiction of a career is important.

Lu and Adler (2008) examined future career expectations of hospitality and tourism management students in China. The researchers received 503 completed questionnaires (87% response) from their survey administered in classroom settings. The authors found 68% of students intended on entering the hospitality industry upon graduation. Top reasons for entering the industry included opportunities for employment and growth, apply knowledge learned in school, opportunities to meet new people, and personal interests. The top reasons for not entering the industry included not personally interested, did not think their personality fit, low pay, and lack of development prospects. The authors found students wanted to obtain a powerful job and make a lot of money within five years of graduation.

Richardson (2008) sent out email surveys to current students of a hospitality program and received 86 usable responses (36% response). The authors found over 50% of the respondents were considering careers outside of the hospitality industry. Thirty-three percent of respondents claimed they would not be working in the hospitality industry once they graduate. In addition, 46% of students with work experience claimed they would not work in the hospitality industry after they graduate, and 96% of these individuals stated they made this decision based on work experience in the industry. Of the students who had not worked in the industry, none claimed they would not work in the hospitality industry once they graduate.

Robinson, Barron, and Solnet (2008) examined perceptions of soon to graduate students about a new professional development course assisting them with preparing for the tourism and event management industries. The authors found the majority of students were
satisfied with the career management portion of the course. The authors suggest improving the career path options portion of the course by integrating it throughout the whole curriculum. The authors suggest if a university could increase the success of the placement then more students will want to use the program and therefore more would be placed.

Chi and Gursoy (2009) received completed online surveys from 102 hospitality recruiters and human resource managers (26% response). The authors examined success factors for career and placement programs within hospitality schools. The authors found the key items that led to success were internship requirements, mentoring and preparing students for interviews, reputation and quality of the hospitality program, industry experience of hospitality faculty, and the quality of the curriculum and courses taught. The authors believe career and placement services could influence internship experiences, mentoring, and preparing students for interviews. In addition, because industry experience of hospitality faculty was important, the authors suggest having faculty externships to increase their experience.

Richardson (2009) surveyed 379 tourism and hospitality students in Australia to measure their perceptions of the hospitality industry. The author examined differences between importance and expectations of students on 20 career factors. The authors found discrepancies between what students wanted and what they expected in a hospitality career. Richardson concluded that hospitality and tourism students do not expect the hospitality and tourism industry to offer them the career factors they feel are important. In addition, Richardson believes students do not have a clear idea of careers and working conditions in the industry.
Kim, McCleary, and Kaufman (2010) examined career preferences, career factors, and sources that help determine hospitality/tourism undergraduate students’ career choices. The authors surveyed students from seven U.S. universities with a total of 442 students responding. The authors found students received the most information related to their career choice through work experiences and personal experiences. In addition, the authors found students wanting to go into the hotel/lodging industry considered promotion opportunities, leadership development, and relationships with people to be important when making their career decision. The authors did find male respondents placed more importance on job autonomy and leadership development while females placed more importance on service to society. Given these career factors and their importance, the authors argued applicants would be hesitant to commit to a job offer unless the major career factors are clearly communicated.

Josiam, Devine, Baum, Crutsinger, and Reynolds (2010) surveyed Generation Y students in Hospitality Management programs in England, Scotland, and Northern Ireland with the intent to explore their attitudes towards work. Across the three countries, female respondents ranged from 24.0% to 33.3%. The authors found respondents who had a more positive attitude towards work were less likely to be cynical about work and promotion prospects. In addition, the authors found the positive attitudes led to a higher value coming from the respondent’s work. The authors found no significant differences between males and females with respect to work attitudes or motivation. The authors found statistically significant correlations between age and work value. The authors argued with age comes more maturity and the ability appreciate the education received and the work accomplished.
Measurement Tools

Kyriacou and Coulthard (2000) developed a questionnaire to measure the importance of, and the extent to which teaching offers, 20 career factors. Richardson (2009) later adapted this questionnaire for hospitality and tourism students. Richardson’s version of the questionnaire examines both the importance and the belief of whether or not the hospitality industry offers the 20 career factors.

Park and Khan (2006) examined the factors that influence participation in online surveys by college students. The authors provided a list of 20 reasons why a person would respond to an online survey to the college students. The lead in to the statements was “I would participate in an online survey if” and the highest rated item was “it took less than half an hour to complete.” In addition, items related to ease of filling out, wanting to help the researcher, and having a convenient design. The authors stated the rated importance of the factors by the students in their sample may be different from other samples.

Turnover has been measured using a single item (Cho et al., 2009; Ng & Butts, 2009; Post et al., 2009) or many items (Boshoff & Allen, 2000; Chau et al., 2009; Hom et al., 1984; Karatepe & Karatepe, 2010; Murphy et al., 2009), however the most common number of items has been three. Typical questions include rating intent to leave an organization immediately and within certain time frames.

Conclusion

With the percent of hospitality graduates leaving the hospitality industry ranging from 14% (Walsh & Taylor, 2007) to 70% (Blomme, 2006), it is important to examine potential causes of this turnover. Previous research has focused on students’ expectations (Blomme, Van Rheede, & Tromp, 2009; Kusluvan, & Kusluvan, 2000; Richardson, 2009) and how
these expectations change after entering the industry. Because expectations change, it is imperative that the importance of career factors be examined, as well as, what hospitality management graduates experience in the hospitality industry. Walsh and Taylor found the individuals who are leaving the industry are the ones who are educated, such as those with a hospitality management degree, therefore, to retain an educated hospitality workforce, attempts should be made to reduce graduate turnover.
CHAPTER 3. METHODOLOGY

This research study was designed to analyze career factors hospitality graduates may utilize in determining their career choices. In particular, the focus was on the perceptions of career factor importance and career factor experience of hospitality graduates and how these relate to turnover intentions. This research study included three nearly identical questionnaires, one for hospitality graduates still in the industry, one for those that had left, and one for the hiring managers of hospitality graduates.

Use of Human Subjects

The Iowa State University Human Subjects Exempt Study Review Form was submitted to the Institutional Review Board with information regarding the methods and the instruments used for this study. The Institutional Review Board declared this study exempt from the requirements of human subject protection regulations. The exemption letter can be found in Appendix A.

Participants

The target population for this research study was recent graduates from hospitality, tourism, and culinary arts programs in the United States. Hospitality programs were identified using The Guide to College Programs in Hospitality, Tourism, & Culinary Arts (International Council on Hotel, Restaurant, and Institutional Education, 2006). In order to participate, the program had to be in the United States and had to have a four-year degree program. The researcher identified 121 eligible programs, of which all department heads were contacted via email for participation.
Instruments

Kyriacou and Coulthard (2000) developed a 20 statement questionnaire designed to examine job factors based on importance and expectations of their availability within a teaching career. Richardson (2009) later adapted this questionnaire for use with tourism and hospitality students. Richardson’s version of the questionnaire was adapted to be applicable to recent hospitality graduates and hiring managers of hospitality graduates. For this research study, there were minor modifications made. For example, the expectations were converted to experiences and the term “job” was converted to career. In addition, the scale was converted from a three point scale to an eight and a seven scale to increase the variance in responses. These questionnaires were administered in a web-based format and suggestions from Park and Khan (2006) as well as Dillman (2007) were used. For example, the researcher kept the questionnaire to under 15-20 minutes, created a flow that would increase the ease of responding, and had a convenient design.

The three questionnaires had similar wording, with each modified to fit the target sample. Within each questionnaire there was a section rating importance of career factors and experience of career factors. These items had slightly different scales, the importance of career factors had a 1 to 8 scale in order to add an item identified as “Critical”. Critical meant if the item was not present, the respondent would not remain in the hospitality industry. The experience and turnover scale was a 7-point, Likert-type scale.

Hospitality Management Graduate Questionnaire

The hospitality graduate survey included demographic questions, one of which asked the respondent for their current employment status with respect to the hospitality industry.
Those within the hospitality industry were directed to one questionnaire; those that had left were directed to a similar questionnaire adapted to match their current status.

In order to measure the importance and experience of career factors within the hospitality industry, a 20-item questionnaire was adapted from Richardson (2009) and Kyriacou and Coulthard (2000) with permission from both sets of authors, permission emails can be found in Appendix B. The original questionnaire developed by Kyriacou and Coulthard (2000) was used to measure expectations and importance of career factors of individuals going into teaching. The questionnaire was later adapted by Richardson to measure expectations and importance of the career factors for hospitality students. For this research study, the researcher adapted the questionnaire to measure what graduates are actually experiencing in the industry as well as how important they perceived each of the career factors. The respondents who left the hospitality industry were asked to rate the career factors based on their previous experience when they were in the hospitality industry.

Both sets of respondents were asked open ended questions about why they left the hospitality industry or what would cause them to leave, what would convince them to return or would keep them, what was the least desirable trait or what is the least desirable trait of a hospitality career, and what was the most desirable trait or what is the most desirable trait of a hospitality career.

For those still in the hospitality industry, three questions regarding turnover intentions were included to determine an individual’s intent to leave a hospitality career in general, within the next year, or within the next 5-10 years. The questionnaire for those still in the hospitality industry can be found in Appendix C and those that have left the hospitality industry in Appendix D.
Hiring Manager Questionnaire

A similar survey directed towards the hiring managers’ perceptions of the same 20 career factors was administered. This survey was used to quantify the hiring managers’ perceptions of what potential applicants want in a career (tied to career factor importance) and what the company offers (tied to current job experiences). A copy of this questionnaire can be found in Appendix F.

Web-based Questionnaire

SurveyMonkey.com™ was used for the web-based questionnaire. The initial page was a letter describing the survey and the confidentiality of the data per Institutional Review Board standards. The respondents agreed to voluntarily participate in the survey by proceeding to the next page. The only required question was whether or not the respondent was in the hospitality industry. This question was required to move forward as the wording on the career factor experience items, turnover items, and turnover questions were all dependent on the respondents’ current status with regards to the hospitality industry.

The respondents were able to track their progress through a current page number of out three at the top. Recommendations by Dillman (2007) and Park and Khan (2006) indicated the shorter the survey, the more likely an individual is to start and complete it and three pages seemed like a reasonably short survey. For each statement respondents were only allowed to choose one item on the respective scales. The qualitative questions were on the last page and had a text box available for respondents to write as much or as little as they wanted. No restrictions were placed on internet protocol addresses as individuals attempting to complete the survey multiple times did not seem likely.
Pilot testing

The questionnaires were pilot tested to detect problems with understandability and wording of the survey as recommended by Dillman (2007). The pilot test group consisted of 44 students who had recently completed a senior level human resources course and two faculty at one university. The pilot testers were asked to complete the questionnaire as well as provide feedback regarding understandability. After analysis of the pilot test data, a few minor modifications were made with the formatting of the survey. For example, the webpage was redesigned to put both the experience and importance items on the same page side by side for easier comparison and to make the survey appear shorter. In addition, a progress tracking mechanism was put in place and some of the directions were bolded for emphasis.

Procedures

Hospitality programs were identified using *The Guide to College Programs in Hospitality, Tourism, & Culinary Arts* (International Council on Hotel, Restaurant, and Institutional Education, 2006). Once programs were identified, the researcher confirmed contact information for program heads and made an initial contact inquiring about willingness to participate in this research study. The e-mail contact script used can be found in Appendix E.

The researcher, or the contact provided by the program head, contacted recent alumni via the e-mails provided in the alumni databases with a brief description of the research study and a link to the online questionnaire. After the informed consent letter, the next page of the survey contained demographic questions, including one asking if the individual was in a career in hospitality; this question would then determine which of the two questionnaires they would complete. Part of the survey filled out by the recent hospitality graduates was for
contact information for the person responsible for hiring those in their position. With this contact information, the researcher emailed a link to the hiring managers and requested they complete a similar questionnaire.

**Data Analysis**

All quantitative analyses were completed using SPSS Version 19.0 (2010) including descriptive statistics, multivariate comparison of means, and linear regression. Qualitative analyses, including coding and theme percentage calculations, were completed using QDA Miner (Provalis Research, 2009).

*Research objective one*

To determine if significant differences exist between individuals who were still in the hospitality industry versus those that left the hospitality industry, a multivariate comparison of means was used. The test statistic that was used was Hotelling’s Trace. If Hotelling’s Trace is significant, it means there are differences between the two sets of individuals (Hotelling, 1931).

*Research objective two*

A significant Hotelling’s Trace justified examining individual differences within the 20 items. Within the multivariate analysis, the researcher examined the $F$-value for each individual item to determine which were significantly different. In order to determine which set of individuals rated each item higher, the researcher used mean differences and graphs of the items to compare the means. The researcher used the graphs and means to explore differences in perceptions of career factor importance and career factor experience of hospitality graduates relative to whether or not they were still in the hospitality industry.
Research objective three

Hospitality graduates were reluctant to provide contact information for their hiring managers. Due to the low sample size ($n = 5$) of the hiring manager questionnaire, only descriptive statistics were analyzed and compared to those of the hospitality graduates.

Research objective four

The researcher used linear regression to determine if turnover intentions were related to the difference of career factor importance and career factor experience. In addition, the difference scores were compared between those still in the hospitality industry and those that have left the hospitality industry.

Research objective five

The researcher used linear regression to examine the relationship between turnover intentions and the demographic characteristics (gender, age, tenure at current job, and tenure in the hospitality industry).

Research objective six

The open-ended questions regarding turnover intentions, intent to stay, and intent to return were examined for consistent themes. QDA Miner (Provalis Research, 2009) was used to code responses into themes and visually depict the qualitative data.

Conclusion

Research objectives one and two were used to compare the hospitality graduates who stayed in the industry versus those who left. Research objective three was used to examine differences in perceptions of hiring managers and the hospitality graduates. Research objectives four and five were used to examine the relationships between career factors,
demographics, and turnover. The sixth research objective was used to examine the qualitative responses of the same hospitality graduates.
CHAPTER 4. RESULTS AND DISCUSSION

There were 10 program heads of the 121 programs initially contacted who agreed to send the survey link to alumni, or provide alumni contact information to the researcher for distribution, from the last ten years. Of those that did not agree, there were 12 that stated they could not participate because they did not have a database available, were currently contacting their alumni for other reasons and did not want to jeopardize their response rate, or stated it was against university policy. The remaining 99 program heads did not respond to the initial email, a follow-up email was not sent. This indicates a difficulty in obtaining commitments to participate in research from program heads, incorrect contact information provided on program websites, or perhaps spam filters stopping the survey email transmission.

Of the ten programs that participated in the survey, three had 30 or more respondents and the remaining seven had less than 10 respondents each. There were a total of 165 usable responses to the surveys, of which 117 were still in a hospitality related industry and 48 were not. In all but one case, the contact information was not provided directly to the researcher so it was impossible to know the number of individuals who received the survey and therefore the response rate is unknown.

One of the questions at the end of the survey asked for contact information for the hiring manager of the hospitality graduate and of the 117 in the industry 10 provided contact information. Of those not in the industry, none provided the information for who was responsible for hiring them while they were in the industry. The hiring manager survey was sent to all ten of the hiring managers and five responded (50% response).
Demographics of Respondents

The initial portion of the survey collected demographic information. The demographic information can be found in Table 1. There were 29.1% of the sample that had left the hospitality industry. In addition, the distribution of males and females was similar for those in the hospitality industry (60.7% and 39.3% respectively) and those that had left the industry (60.4% and 39.6% respectively). This distribution was similar to Kim et al. ’s (2010) findings with 59.8% of participating students from hospitality programs at seven U.S. universities being female, Richardson’s (2008) findings in which there were 53.5% female students in the hospitality program, and Richardson’s (2009) findings in which 66% of the hospitality students surveyed were female. However, Josiam et al. (2010) found 24.0 to 33.3% of hospitality management students were female in England, Scotland, and Northern Ireland. Lee (2007) found 73% of hospitality students were female and Marchante et al. (2008) found 38% of hotel and restaurant employees to be female. While there is a large spread of distribution, the study by Kim et al. with hospitality management students in the U.S. would be most comparable and most consistent with the findings of this study.

With the exception of the 21 to 25 years category, the age distribution was fairly similar between the two categories. Comparable data were difficult to find due to the arbitrary distinctions of categories for age. Brown and Arendt (2011) found a sample of hotel front desk employees to have a more consistent distribution across the age categories. However, for supervisory staff in their sample, they found the largest category to be the 26 to 30 year range (32.4%), which is consistent with the demographics from this research study. The average age for hospitality graduates still in the industry was 31.5 years and for those that had left the industry was 31.3 years. These are consistent with the average age of food
and beverage employees as well as room employees (32.3 years and 31.4 years respectively) as found by Raybold and Wilkins (2005). However, Raybold and Wilkins found the overall mean age to be 34.8 years. Raybold and Wilkins’ overall mean included higher level management, such as general managers, which may not be as present in the current sample.

Table 1. Demographics of recent hospitality graduates who stayed in the hospitality industry ($n = 117$) and hospitality graduates who left the hospitality industry ($n = 48$)

<table>
<thead>
<tr>
<th></th>
<th>In Industry</th>
<th></th>
<th>Left Industry</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents</td>
<td>117</td>
<td>70.9</td>
<td>48</td>
<td>29.1</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 to 25 years</td>
<td>28</td>
<td>23.9</td>
<td>6</td>
<td>12.5</td>
</tr>
<tr>
<td>26 to 30 years</td>
<td>41</td>
<td>35.0</td>
<td>18</td>
<td>37.5</td>
</tr>
<tr>
<td>31 to 35 years</td>
<td>25</td>
<td>21.4</td>
<td>12</td>
<td>25.0</td>
</tr>
<tr>
<td>36 to 40 years</td>
<td>6</td>
<td>5.1</td>
<td>5</td>
<td>10.4</td>
</tr>
<tr>
<td>41 years or more</td>
<td>16</td>
<td>13.7</td>
<td>6</td>
<td>12.5</td>
</tr>
<tr>
<td>No Answer</td>
<td>1</td>
<td>0.9</td>
<td>1</td>
<td>2.1</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>46</td>
<td>39.3</td>
<td>19</td>
<td>39.6</td>
</tr>
<tr>
<td>Female</td>
<td>71</td>
<td>60.7</td>
<td>29</td>
<td>60.4</td>
</tr>
</tbody>
</table>

*Percent is relative to each sub-sample except for respondents.

For respondents that stayed in the hospitality industry, the average tenure with their current employer was 4.4 years with a minimum of 1 month to a maximum of 21 years. In addition, those that stayed in the hospitality industry had been in the industry for 10.6 years on average, with a minimum of 1 month to a maximum of 36 years. Because these surveys were intended for graduates from the last 5-10 years, this indicates many individuals went back to school while working in the hospitality industry or had been working in the industry during high school. Walsh and Taylor (2007) found the average tenure at a specific organization was 3.8 years and at a specific job was 2.6 years, the findings of this study were slightly higher.
For respondents that had left the hospitality industry, the average number of years they were in the hospitality industry was 5.11 years. This is different from those still in the industry by more than 5 years, which could indicate individuals who decide to leave the industry will do so within the first 5-10 years. Blomme (2006) found hospitality management graduates tended to leave within the first 6 years which is consistent with these findings.

It is difficult to generalize findings of hiring managers given the low response rate. All five respondents ranged in age from 33 years to 45 years. In addition, four were male and one was female. Tenure at current job ranged from 8 months to 15 years with a 7.4 year average which is 3 years longer than the hospitality management graduates still in the hospitality industry. The hiring manager tenure in the hospitality industry ranged from 5 years to 21 years with a 14.8 year average which is 4.2 years longer than the hospitality management graduates still in the hospitality industry. Two hiring managers had a bachelor’s degree in hospitality management, one in psychology, one in general business, and one had a Master of Business Administration degree.

**Research Objective One**

Research objective one was to determine if differences existed between career factor importance and career factor experience of recent hospitality graduates with regard to those who stayed in the hospitality industry and those who left the hospitality industry. A multivariate comparison between those who left the hospitality industry and those still in the hospitality industry was done while examining importance, experience, and the difference between importance and experience of the 20 career factors.

In order to determine if differences existed between those still in the industry and those who left the industry, the researcher used a multivariate test to compare the overall
means between the two groups. The Hotelling’s Trace compares the means between the two
groups, with a null hypothesis there is no difference (Hotelling, 1931). The Hotelling’s Trace
for the importance, experience, and difference factors were 0.352 \( (p = .001) \), 0.423 \( (p =
.000) \), and 0.355 \( (p = .002) \) respectively. These statistics indicate the importance, experience,
and difference factors were not equal when comparing those still in the hospitality industry
with those who left.

**Career Factor Exploration**

Prior to running statistical tests on individual items, an examination of the descriptive
statistics allowed for comparison of highest and lowest rated items based on importance,
experience, and the difference of the 20 career factors. Due to the different scales there were
no comparisons made from one to the other. A difference score was calculated by subtracting
career factor experience from career factor importance. The scale on the difference factor is
not defined as the two factors used to create it were different. However, relatively large and
negative numbers were compared.

*Importance and Experience of Career Factors*

With the exception of the opportunity to travel abroad, the majority of respondents
rated the importance of each factor as neutral to very important or critical. The responses
were similar for the experience items; however a few were more diverse, including: good
promotion prospects, contributing to society, easily combined with parenthood, having a
good starting salary, and the ability to care for others.

Tables 2 includes the means of each of the career factors based on importance,
experience, and the difference between the two. On average, the highest rated career factor
for importance was a career that the respondent found enjoyable (mean = 7.19; \( SD = 0.72 \)).
Table 2. Average mean scores of career factor importance, experience, and difference scores for hospitality graduates in a hospitality related industry \((n = 114-117)\).

<table>
<thead>
<tr>
<th>Career factor</th>
<th>Importance(^a)</th>
<th>Experience(^b)</th>
<th>Difference(^c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A career…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>that I find enjoyable.</td>
<td>7.19 0.72</td>
<td>5.81 1.29</td>
<td>1.38 1.41</td>
</tr>
<tr>
<td>with colleagues that I can get along with.</td>
<td>6.57 1.07</td>
<td>6.03 1.04</td>
<td>0.54 1.35</td>
</tr>
<tr>
<td>with a pleasant working environment.</td>
<td>6.76 0.74</td>
<td>5.77 1.22</td>
<td>0.99 1.36</td>
</tr>
<tr>
<td>that is secure.</td>
<td>6.56 1.29</td>
<td>5.46 1.41</td>
<td>1.10 1.75</td>
</tr>
<tr>
<td>that provides intellectual challenge.</td>
<td>6.36 1.26</td>
<td>5.39 1.46</td>
<td>0.97 1.79</td>
</tr>
<tr>
<td>that has good promotion prospects.</td>
<td>6.63 1.09</td>
<td>4.98 1.80</td>
<td>1.65 2.00</td>
</tr>
<tr>
<td>which gives me responsibility.</td>
<td>6.62 0.98</td>
<td>6.20 1.09</td>
<td>0.42 1.28</td>
</tr>
<tr>
<td>with high earnings over length of the career.</td>
<td>6.39 1.04</td>
<td>4.90 1.61</td>
<td>1.49 1.73</td>
</tr>
<tr>
<td>where I contribute to society.</td>
<td>5.72 1.34</td>
<td>4.38 1.67</td>
<td>1.34 1.75</td>
</tr>
<tr>
<td>where I can use my degree.</td>
<td>5.37 1.74</td>
<td>5.97 1.37</td>
<td>-0.60 2.23</td>
</tr>
<tr>
<td>where I gain transferable skills.</td>
<td>6.23 1.24</td>
<td>5.72 1.30</td>
<td>0.50 1.65</td>
</tr>
<tr>
<td>that is respected.</td>
<td>6.24 1.34</td>
<td>5.37 1.40</td>
<td>0.87 1.72</td>
</tr>
<tr>
<td>that has a reasonable workload.</td>
<td>6.19 1.14</td>
<td>4.59 1.83</td>
<td>1.60 2.03</td>
</tr>
<tr>
<td>with high quality resources and equipment.</td>
<td>5.80 1.24</td>
<td>4.78 1.53</td>
<td>1.02 1.73</td>
</tr>
<tr>
<td>with the opportunity to travel abroad.</td>
<td>3.72 1.98</td>
<td>3.40 2.17</td>
<td>0.32 2.27</td>
</tr>
<tr>
<td>with career mobility - easy to get a career anywhere.</td>
<td>5.90 1.46</td>
<td>5.38 1.39</td>
<td>0.52 1.84</td>
</tr>
<tr>
<td>that can easily be combined with parenthood.</td>
<td>5.30 2.09</td>
<td>4.14 1.75</td>
<td>1.16 2.48</td>
</tr>
<tr>
<td>that has a good starting salary.</td>
<td>5.76 1.30</td>
<td>4.57 1.57</td>
<td>1.19 1.90</td>
</tr>
<tr>
<td>where I can care for others.</td>
<td>4.92 1.78</td>
<td>4.56 1.75</td>
<td>0.37 1.68</td>
</tr>
<tr>
<td>that offers opportunities for further training.</td>
<td>6.23 1.16</td>
<td>5.21 1.53</td>
<td>1.02 1.72</td>
</tr>
</tbody>
</table>

Note: \(n\) ranges from 114-117 due to non-response.

\(^a\)Scale for statements: 1 = not important, 4 = neutral, 7 = very important, 8 = critical

\(^b\)Scale for statements: 1 = not at all, 4 = neutral, 7 = definitely

\(^c\)Calculated as the difference between importance and experience
The next highest were a career with a pleasant work environment (mean = 6.76; SD = 0.74), that has good promotion prospects (mean = 6.63; SD = 1.09), which gives me responsibility (mean = 6.62; SD = 0.98), and with colleagues that I can get along with (mean = 6.57; SD = 1.07). These rankings are similar to the findings of Richardson (2009). Richardson found the most important items for hospitality students were to have an enjoyable job with a pleasant working environment. Richardson (2010) found both Australian and international students perceived a job that is enjoyable as the most important factor that would influence their career decision. In addition, hospitality students perceived a high paying, secure job with colleagues they get along with to be important. Good promotion prospects and a job with responsibilities are the two from the current research study that are not in the top five for Richardson’s work. Good promotion prospects was the sixth for Richardson, but responsibility was number ten, perhaps indicating students do not find it important to have responsibilities, but once they graduate they do. Of the top five, the largest difference in mean score was between the first and second item, which suggests having a job that is enjoyable and with colleagues they can get along with is important to these respondents, this is consistent with Richardson’s findings as well.

The highest rated career factor experienced was a career which gives me responsibility (mean = 6.20; SD = 1.09). The next highest were a career with colleagues that I get along with (mean = 6.03; SD = 1.04), where I can use my degree (mean = 5.97; SD = 1.37), that I find enjoyable (mean = 5.81; SD = 1.29), and with a pleasant working environment (mean = 5.77; SD = 1.22). From these factors, it appears the respondents work with people they get along with, have responsibilities, and are using their hospitality degrees. Richardson (2009) found the most expected career factor to be career mobility, which was
experienced by hospitality graduates, yet not ranked as high as the hospitality students expected. The next highest career factor expected by the hospitality students in Richardson’s study was a job that gives me responsibility. Responsibility was the highest experience rating, so it seems students have a good expectation in this area.

The lowest rated career factors for experience included having a career with the opportunity to travel (mean = 3.40; SD = 2.17) and that can be easily combined with parenthood (mean = 4.14; SD = 1.75). Because importance on opportunity to travel is also low (mean = 3.72; SD = 1.98) it may not be an issue for respondents. However, importance for a career that could easily be combined with parenthood was higher (mean = 5.30; SD = 2.09) and so the difference between the two could become an issue for some respondents as travel can make family life more challenging. Richardson (2009) found hospitality students expected combining the job with parenthood to be difficult. The expectation of the hospitality students extend to the experiences of the hospitality graduates of the current study. However, the hospitality students had a high expectation for travel opportunities, which is not currently being experienced by the hospitality graduates. Perhaps the current economic state and the advancements in technology have reduced the need for travel. Dougherty (2009) found one of the first items suggested to reduce costs due to budget shortfalls in public administration was limiting travel, which could take place in the private sector as well.

Due to how the difference factor is calculated, if the number is positive it means the importance number was larger than experienced. However, due to the difference in scales a zero does not mean they were equal. This would mean larger numbers in the positive direction indicate the career factor is of greater importance than experienced in the hospitality industry. The largest difference in career factors was having a career with good
promotion prospects (mean = 1.65; SD = 2.00). This means hospitality graduates find it very important (mean = 6.63; SD = 1.09) but are closer to neutral for experiencing it (mean = 4.98; SD = 1.80). This could indicate the hospitality graduates may look elsewhere if the promotion prospects are not available in the hospitality industry. This finding is supported by Cho et al. (2009) who found individuals were more likely to find promotion prospects outside of their current organizations. Richardson (2009) also found the importance of promotion prospects to be high for hospitality students, but the expectations to be low.

The next highest factors are having a career with a reasonable workload (mean = 1.60; SD = 2.03), high earnings throughout the career (mean = 1.49; SD = 1.73), that I find enjoyable (mean = 1.38; SD = 1.29), and where I contribute to society (mean = 1.34; SD = 1.75). The items with large gaps are ones where the experience rating is not high enough or the importance rating is relatively higher. Because the hospitality graduates are still in the hospitality industry, perhaps these gaps have not become large enough to cause them to leave the hospitality industry.

Having a career that is enjoyable was in the top five of career factor importance, experience, and the gap differential. Richardson (2009) also found a job that is enjoyable to be in the top five for importance and expectation, but it had one of the largest differences for the hospitality students as well. The only factor with a negative difference, indicating the experience rating is greater than the importance rating, was having a career where the respondent uses his/her degree (mean = -0.60; SD = 2.23). This indicates the hospitality management graduates reported they experienced using their hospitality degree to but did not rate importance of this career factor as high. This is consistent with Richardson’s (2009)
findings in which the hospitality students found it important to use their degree, but had lower expectations of being able to use it.

Table 3 includes the means of the importance, experience, and difference ratings for the career factors of hospitality graduates no longer in the hospitality industry. There are no comparable studies for these data, so they were compared to the hospitality graduates still in the industry. For those no longer in the industry, the most important item is the same as those still in the hospitality industry, having a career that they find enjoyable (mean = 7.14; $SD = 1.00$). In addition, the next highest rated items were having a career which gives me responsibility (mean = 6.70; $SD = 0.86$), that provides an intellectual challenge (mean = 6.67; $SD = 0.94$), with colleagues that I can get along with (mean = 6.65; $SD = 0.97$), and with a pleasant working environment (mean = 6.65, $SD =1.00$). Having a career with good promotion prospects was in the top five for those in the hospitality industry, but it is not in the top five for those not in the industry. Having a career that provides an intellectual challenge is in the top five for those that have left the hospitality industry, but not in the top five for those still in the hospitality industry. Maxwell et al. (2010) found Generation Y hospitality students want a career that is challenging and lack engagement when the challenge is not present.

The hospitality graduates who left the industry were asked to rate the experience of their career when they were in the hospitality industry, and the mean scores are in Table 3. The highest rated item was having a career which gives me responsibility (mean = 5.40; $SD = 1.33$). The next highest were a career with colleagues that I can get along with (mean = 5.30; $SD = 1.32$), where I can use my degree (mean = 5.07; $SD = 1.67$), where I gain transferable skills (mean = 4.98; $SD = 1.39$), and that I find enjoyable (mean = 4.73; $SD = 1.00$).
Table 3. Average mean scores of career factor importance, experience, and difference scores for hospitality graduates not in a hospitality related industry (n = 43-48).

<table>
<thead>
<tr>
<th>Career factor</th>
<th>Importance&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Experience&lt;sup&gt;b&lt;/sup&gt;</th>
<th>Difference&lt;sup&gt;c&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
</tr>
<tr>
<td>A career…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>that I find enjoyable.</td>
<td>7.14</td>
<td>1.00</td>
<td>4.73</td>
</tr>
<tr>
<td>with colleagues that I can get along with.</td>
<td>6.65</td>
<td>0.97</td>
<td>5.30</td>
</tr>
<tr>
<td>with a pleasant working environment.</td>
<td>6.65</td>
<td>1.00</td>
<td>4.51</td>
</tr>
<tr>
<td>that is secure.</td>
<td>6.40</td>
<td>1.37</td>
<td>4.21</td>
</tr>
<tr>
<td>that provides intellectual challenge.</td>
<td>6.67</td>
<td>0.94</td>
<td>4.26</td>
</tr>
<tr>
<td>that has good promotion prospects.</td>
<td>6.02</td>
<td>1.74</td>
<td>4.09</td>
</tr>
<tr>
<td>which gives me responsibility.</td>
<td>6.70</td>
<td>0.86</td>
<td>5.40</td>
</tr>
<tr>
<td>with high earnings over length of the career.</td>
<td>6.33</td>
<td>1.30</td>
<td>3.84</td>
</tr>
<tr>
<td>where I contribute to society.</td>
<td>6.47</td>
<td>1.22</td>
<td>4.21</td>
</tr>
<tr>
<td>where I can use my degree.</td>
<td>4.28</td>
<td>2.13</td>
<td>5.07</td>
</tr>
<tr>
<td>where I gain transferable skills.</td>
<td>5.98</td>
<td>1.30</td>
<td>4.98</td>
</tr>
<tr>
<td>that is respected.</td>
<td>6.26</td>
<td>1.27</td>
<td>4.70</td>
</tr>
<tr>
<td>that has a reasonable workload.</td>
<td>6.30</td>
<td>1.34</td>
<td>3.88</td>
</tr>
<tr>
<td>with high quality resources and equipment.</td>
<td>5.88</td>
<td>1.59</td>
<td>4.12</td>
</tr>
<tr>
<td>with the opportunity to travel abroad.</td>
<td>3.53</td>
<td>2.18</td>
<td>2.81</td>
</tr>
<tr>
<td>with career mobility - easy to get a career anywhere.</td>
<td>5.74</td>
<td>1.81</td>
<td>4.56</td>
</tr>
<tr>
<td>that can easily be combined with parenthood.</td>
<td>5.70</td>
<td>2.30</td>
<td>3.33</td>
</tr>
<tr>
<td>that has a good starting salary.</td>
<td>6.07</td>
<td>1.69</td>
<td>3.29</td>
</tr>
<tr>
<td>where I can care for others.</td>
<td>4.95</td>
<td>1.97</td>
<td>4.02</td>
</tr>
<tr>
<td>that offers opportunities for further training.</td>
<td>5.83</td>
<td>1.56</td>
<td>4.31</td>
</tr>
</tbody>
</table>

Note: n ranges from 43-48 due to non-response.

<sup>a</sup>Scale for statements: 1 = not important, 4 = neutral, 7 = very important, 8 = critical

<sup>b</sup>Scale for statements: 1 = not at all, 4 = neutral, 7 = definitely

<sup>c</sup>Calculated as the difference between importance and experience
The lowest rated experience items were having a career with the opportunity to travel abroad (mean = 2.81; $SD = 1.83$), that has a good starting salary (mean = 3.29; $SD = 1.67$), and that can be easily combined with parenthood (mean = 3.33; $SD = 1.87$).

The difference column in Table 3 was calculated the same as in Table 2, with a large positive number indicating the importance mean rating was larger than the experience mean rating. The top two largest differences had to do with earnings, the first having a career with a good starting salary (mean = 2.79; $SD = 2.38$) and with higher earnings over the length of the career (mean = 2.49; $SD = 1.84$). The next two were having a career that provides an intellectual challenge (mean = 2.42; $SD = 2.04$) and that has a reasonable work load (mean = 2.42; $SD = 2.15$). The only negative item, a career where I can use my degree (mean = -0.79; $SD = 2.62$) is the same as the respondents still in the hospitality industry.

**Research Objective Two**

Because the Hotelling’s Trace values were significant, the researcher was justified in examining individual differences among the career factors by using $F$-values for each individual item. Table 4 has the $F$-value and the corresponding $p$-value for each of the 20 career factor comparisons. For career factor importance, the items that differed between those still in the industry and those that left included a career: that has good promotion prospects, where I contribute to society, and where I can use my degree. For career factor experience, all but the following were found to be significantly different, a career: where I contribute to society, that has a reasonable workload, with the opportunity to travel abroad, and where I can care for others. When examining the difference factor, the only items found to be insignificant were a career: that has good promotion prospects, where I can use my degree, where I gain transferable skills, that has a reasonable workload, with the opportunity to travel
Table 4. Tests of mean difference of career factors between hospitality graduates still in the hospitality industry ($n = 117$) and hospitality graduates that have left the hospitality industry ($n = 48$).

<table>
<thead>
<tr>
<th>A career…</th>
<th>Importance</th>
<th>Experience</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>that I find enjoyable.</td>
<td>0.02 .899</td>
<td><strong>16.37 .000</strong></td>
<td><strong>14.76 .000</strong></td>
</tr>
<tr>
<td>with colleagues that I can get along with.</td>
<td>0.36 .550</td>
<td><strong>13.37 .000</strong></td>
<td><strong>10.56 .001</strong></td>
</tr>
<tr>
<td>with a pleasant working environment.</td>
<td>1.77 .185</td>
<td><strong>27.51 .000</strong></td>
<td><strong>19.11 .000</strong></td>
</tr>
<tr>
<td>that is secure.</td>
<td>1.26 .264</td>
<td><strong>21.95 .000</strong></td>
<td><strong>12.46 .001</strong></td>
</tr>
<tr>
<td>that provides intellectual challenge.</td>
<td>3.07 .082</td>
<td><strong>15.50 .000</strong></td>
<td><strong>18.97 .000</strong></td>
</tr>
<tr>
<td>that has good promotion prospects.</td>
<td><strong>8.46 .004</strong></td>
<td><strong>8.13 .005</strong></td>
<td>0.51 .475</td>
</tr>
<tr>
<td>which gives me responsibility.</td>
<td>0.04 .835</td>
<td><strong>15.21 .000</strong></td>
<td><strong>13.90 .000</strong></td>
</tr>
<tr>
<td>with high earnings over length of the career.</td>
<td>0.13 .720</td>
<td><strong>13.86 .000</strong></td>
<td><strong>10.61 .001</strong></td>
</tr>
<tr>
<td>where I contribute to society.</td>
<td><strong>7.73 .006</strong></td>
<td>0.51 .475</td>
<td><strong>9.15 .003</strong></td>
</tr>
<tr>
<td>where I can use my degree.</td>
<td><strong>11.46 .001</strong></td>
<td><strong>11.52 .001</strong></td>
<td>0.25 .621</td>
</tr>
<tr>
<td>where I gain transferable skills.</td>
<td>1.01 .316</td>
<td><strong>9.67 .002</strong></td>
<td>2.44 .121</td>
</tr>
<tr>
<td>that is respected.</td>
<td>0.42 .518</td>
<td><em>6.59 .011</em>*</td>
<td>*4.52 .035 **</td>
</tr>
<tr>
<td>that has a reasonable workload.</td>
<td>0.01 .940</td>
<td>3.49 .064</td>
<td>3.74 .055</td>
</tr>
<tr>
<td>with high quality resources and equipment.</td>
<td>0.05 .827</td>
<td><em>5.90 .016</em>*</td>
<td>*4.67 .032 **</td>
</tr>
<tr>
<td>with the opportunity to travel abroad.</td>
<td>0.27 .603</td>
<td>2.09 .150</td>
<td>0.57 .450</td>
</tr>
<tr>
<td>with career mobility - easy to get a career anywhere.</td>
<td>0.35 .555</td>
<td><strong>8.66 .004</strong></td>
<td>2.62 .107</td>
</tr>
<tr>
<td>that can easily be combined with parenthood.</td>
<td>0.70 .402</td>
<td><em>6.25 .013</em>*</td>
<td>*6.18 .014 **</td>
</tr>
<tr>
<td>that has a good starting salary.</td>
<td>0.38 .539</td>
<td><strong>19.77 .000</strong></td>
<td><strong>18.86 .000</strong></td>
</tr>
<tr>
<td>where I can care for others.</td>
<td>0.17 .680</td>
<td>2.88 .092</td>
<td>2.56 .112</td>
</tr>
<tr>
<td>that offers opportunities for further training.</td>
<td>1.98 .162</td>
<td><strong>9.94 .002</strong></td>
<td>2.41 .122</td>
</tr>
</tbody>
</table>

*p < .05. **p < .01.
abroad, with career mobility, where I can care for others, and that offers opportunities for further training. The items that were found to be significantly different in the multivariate tests are the ones that were focused on for individual differences.

*Importance*

A graph of the mean responses on the importance scale can be seen in Figure 1. The items that were found to be significantly different show a larger difference between mean responses for those that stayed compared to those that had left the hospitality industry. A career that has good promotion prospects and a career where I can use my degree were both rated higher by those that stayed in the hospitality industry. A career where I contribute to society was rated higher by those that had left the industry in importance.

These findings would indicate those still in the hospitality industry find it more important to have good promotion prospects and a career in which they can use their hospitality degree. All respondents had a hospitality degree and so this finding would either indicate those that left do not mind having a career in which their hospitality degree is not used or perhaps those still in the industry are there because they feel it is important to be in the industry for which their degree was from. In addition, those that stayed in the hospitality industry feel it is more important to be promoted. This could indicate they believe staying in the hospitality industry is the best method of getting promoted, perhaps due to their hospitality degree. However, those that left found it more important to contribute to society; perhaps they did not believe they could accomplish this in the hospitality industry.
Figure 1. Mean importance score of career factors for hospitality graduates who stayed in the hospitality industry (n = 117) and who left the hospitality industry (n = 48).

Note: Scale for statements: 1 = not important, 4 = neutral, 7 = very important, 8 = critical

*p<.05.

Experience

A graph of the mean responses to the experience scale can be found in Figure 2.

Every item that was found to be significantly different in the multivariate test shows a
Figure 2. Mean experience score of career factors for hospitality graduates who stayed in the hospitality industry \((n = 117)\) and who left the hospitality industry \((n = 48)\).

Note: Scale for statements: 1 = not at all, 4 = neutral, 7 = definitely

\*_p<.05_.

difference in the figure with those that stayed in the industry rating the items higher than those that left. In addition, all 20 items on average were rated higher on career factor experience for those still in the industry than those that had left the industry. This could
indicate those in the industry perceive they had a higher experience of all of the career factors than those that left the hospitality industry did while they were in the hospitality industry. Those that have left the industry may have also rated the items lower simply because something may have caused them to leave the industry which led them to rate all areas lower.

**Importance and Experience**

The two career factors that were significantly different for both career factor importance and experience were a career that has good promotion prospects and a career where I can use my degree. Both of these items were perceived as more important by those in the hospitality industry, in addition they perceived a higher experience in the hospitality industry. This would indicate these are two career factors that match up; if a hospitality graduate found them important and are still in the industry they also perceived the experience to be relatively high.

**Difference**

The difference items were calculated by subtracting the experience scores from the importance scores. A large positive number would indicate the career factor importance rating was much higher than the career factor experience rating and a zero or a negative number would indicate the experience was rated higher than the importance. The mean difference ratings can be found in Figure 3. All items found to be significant in the multivariate test for the difference have larger numbers for those that have left the hospitality industry over those that are still in the hospitality industry. This indicates those that left the industry had a larger gap between career factor importance and career factor experience than those who stayed in the industry. Both sets of respondents had gaps between career factor importance ratings and career factor experience ratings. However, those that left the
hospitality industry had larger gaps on all items except for being able to use their hospitality degree. The largest difference was having a career with a pleasant working environment, which means the individuals that left experienced a larger gap differential between career factor importance ratings and career factor experience ratings in this case. The next largest
gaps were a career that provides an intellectual challenge and a good starting salary. These two gaps indicate those that left experienced larger discrepancies between the level of challenge and starting salary than they wanted.

**Research Objective Three**

There were ten hospitality management graduates who provided contact information for their hiring manager. Of these ten, there were five hiring managers that responded to the survey. Due to the low number of responses, only an examination of descriptive statistics was done.

*Importance*

A graph of the mean scores for importance from the hiring manager and both hospitality graduates who left and who stayed in the hospitality industry can be found in Figure 4. Having a career that is enjoyable was the most important career factor that hiring managers perceived as important to a potential applicant for a position within their organization. For both sets of hospitality graduates having a career that was enjoyable was also rated the most important, this shows a consistency across all three, indicating all three agree that being able to enjoy a career is important. The hospitality students in Richardson’s (2009) study also found an enjoyable job to be the most important career factor.

There were five career factors that were rated by the hiring manager as noticeably lower than both sets of hospitality graduates, these were a career: with colleagues that I can get along with, that provides an intellectual challenge, where I will contribute to society, that has a reasonable workload, and where I can care for others. These findings indicate a hiring manager does not believe an applicant views these career factors as important as the hospitality graduates do. However, Richardson (2009) found where I can care for others as
Figure 4. Mean importance rating of career factors for hospitality graduates who stayed in the hospitality industry \( (n = 117) \), who left the hospitality industry \( (n = 48) \), and hiring managers \( (n = 5) \).

Note: Scale for statements: 1 = not important, 4 = neutral, 7 = very important, 8 = critical

the lowest rated item and where I will contribute to society and a career that provides an intellectual challenge as relatively low for hospitality students for career factor importance. Blomme et al. (2009) suggested hospitality students’ expectations change once they enter the industry, perhaps also what they feel is important changes as well. This is supported by comparing this research study with Richardson’s because hospitality students’ perceived
career factor importance does not match hospitality graduates’ perceived importance. However, it does seem there are closer matches between what hiring managers and hospitality students perceive.

Experience

A graph of mean scores for the extent of which the hiring manager’s organization offers each of the 20 career factors paired with the experiences of the hospitality graduates can be found in Figure 5. With the exception of a career where I can use my degree and a career where I gain transferable skills, the hiring manager rated each item as higher than the hospitality graduates. While the scales were the same, the individuals were rating different items, extent to which the organization offers as opposed to actual experience, which could explain the differences here. However, the hiring managers’ ratings are closer to those of the individuals that are still in the hospitality industry. This congruency offers some evidence that the two are similar.

A career that is respected, with career mobility, and a career with a good starting salary were the three factors that had the largest discrepancies between hiring managers and those still in the hospitality industry. This indicates the hiring managers believe the career they offer is more respected, allows for more travel, and has a better starting salary than hospitality graduates experienced. Richardson (2009) found hospitality students expected their job in hospitality to have high career mobility, agreeing with the hiring manager.

However, the hospitality students did not expect a high starting salary or a job that was well respected. It seems the perceptions of hiring managers are different from both sets of hospitality graduates as well as hospitality students.
Figure 5. Mean experience rating of career factors for hospitality graduates who stayed in the hospitality industry (n = 117), who left the hospitality industry (n = 48), and hiring managers (n = 5).

Difference

A graph of mean scores for the difference between career factor importance and career factor experience for hiring managers and hospitality graduates can be found in Figure 6. The differences for the hiring managers are much different than those of the hospitality graduates.
Figure 6. Mean difference score of career factors for hospitality graduates who stayed in the hospitality industry \((n = 117)\), who left the hospitality industry \((n = 48)\), and hiring managers \((n = 5)\).

Note: Calculated as the difference between importance and experience.

In most cases the perceived offerings were greater than the importance, this indicates the hiring managers believe the organizations they work at offer more than the applicants feel is important in a career. Differences can be seen in a career that I find enjoyable, with colleagues I enjoy, that has good promotion prospects, where I can use my degree, that has a reasonable workload, with high quality resources and equipment, with career mobility – easy
to get a career anywhere, that can easily be combined with parenthood, that has a good starting salary, where I can care for others, and that offers opportunities for further training. For all of these career factors there is a larger gap for both hospitality graduates still in the hospitality industry and those who left the hospitality industry meaning hiring managers believe the gap differential is smaller than those in the job perceive. It is important that hiring managers focus on closing the gap, especially those that overlap with being most important to hospitality graduates, in order to hire and retain hospitality graduates at their organization.

Richardson (2009) and the findings of this research study both indicate a job or career that the respondents find enjoyable is the most important career factor. However, the experiences of the hospitality graduates and the expectations of the hospitality students (Richardson, 2009) are considerably lower. While a career that I enjoy is vague and difficult to overcome as there is no one set of items that would make a career enjoyable for every individual, it is important to ensure hiring managers realize the importance of an enjoyable career and that hospitality graduates coming to work for them do not expect a career that is as enjoyable as they deem important. However, if hiring managers make an effort to offer a career that is enjoyable, perhaps they could take advantage of the lowered expectations.

Richardson (2009) found hospitality students do not expect a career with a good starting salary or high earnings over the length of their career. The hospitality students did not find it important to have a high starting salary, but did find it important to have high earnings over the length of the career. Neither hospitality graduates that stayed nor left felt they had a high starting salary or high earnings over the length of the career. The hiring managers seemed to slightly agree, but the magnitude of the gap was not as high. Hospitality students do not have the expectation of a high starting salary (Richardson, 2009), but expect
to have high earnings over the length of their career as indicated by Richardson’s work and the current study. While paying everyone more is not a feasible option, having hiring managers explain the path to higher earning potential so hospitality graduates can work their way up to the salary they find important may be beneficial.

The hiring managers believed the organizations they work for more than exceed the need for providing an intellectual challenge and training opportunities to their employees. However, the findings from this study indicate there is a larger gap. Walsh and Taylor (2007) mentioned the staff that is most difficult to retain are the ones who are educated. The authors argued this was because they were not being challenged or developed enough. Maxwell et al. (2010) found Generation Y hospitality students need a challenging job to be engaged and suggested development programs as a method of retaining these students as employees. The findings of this study indicate the perceptions of the hiring managers may be the cause. If hiring managers believe the need is met, they may not strive to increase the challenges and training opportunities. Changing the perception of the hiring managers so they know their educated staff want more challenges and training opportunities could decrease the gap differential and increase retention.

Research Objective Four

Difference and Turnover

For each respondent a mean hospitality career factor importance and experience score were calculated. In addition, a difference score was calculated for each respondent by subtracting the experience score from the importance score, resulting in a large positive number meaning the career factor importance score was greater than the career factor experience score, resulting in a negative number would indicate a respondent’s overall
experience exceeded their importance of the collective career factors. Those in the hospitality industry had a mean importance score of 6.02 ($SD = 0.65$), mean experience score of 5.13 ($SD = 0.92$), and mean difference score of 0.89 ($SD = 1.06$). Those that have left the industry had a mean importance score of 5.95 ($SD = 0.83$), mean experience score of 4.23 ($SD = 0.98$), and mean difference score of 1.72 ($SD = 1.11$).

The respondents still in the hospitality industry were asked questions to determine their intent to leave the hospitality industry. These questions included “I often think of choosing a new career,” “I intend to change my career in the next year,” and “I intend to change my career in the next 5-10 years.” These scores were averaged to calculate a turnover score which represents the respondents’ intention to leave the hospitality industry. The mean turnover score for those still in the industry was 3.49 ($SD = 1.81$). The scale was a 7-point Likert-type scale with 1 representing not at all, 4 as neutral, and 7 as definitely. The mean score is slightly below neutral, indicating on average those still in the industry are leaning towards not leaving the industry.

Linear regression was run by the researcher to determine if the mean difference score could predict turnover. The mean difference score was found to be a significant predictor of turnover ($t = 4.65$, $p = .000$). The resulting regression equation is: $T = 2.88 + 0.68D$, where $T = $ turnover and $D =$ difference between the career factor importance score and the career factor experience score. The regression equation indicates with each single unit increase in the difference between the career factor importance and experience scores, the turnover intention of the respondent increases by 0.68. This would indicate a respondent would need an overall mean difference score of a 1.65 to get to neutral on the turnover scale, once the
mean difference goes above 1.65 then the respondent will likely be on the half of the turnover scale between neutral and definitely.

The mean difference score for those in the hospitality industry was 0.89 and for those that left the industry was 1.72. When using the regression equation, a D-value of 1.72 results in a turnover score of 4.05. For those that had left the industry, the score exceeds the 1.65 that would be required to move the turnover scale from leaning towards staying to leaning towards leaving, which while not statistically proven does show a little evidence supporting a larger gap between importance and experience of career factors could result in higher turnover.

Of the 117 respondents still in the hospitality industry, 21 had a difference score of 1.65 or higher. Based on the findings of this research, it would be reasonable to assume these individuals could be leaning towards leaving the hospitality industry. An independent samples t-test was used to determine if the turnover mean was significantly different between those with a difference score of 1.65 or greater versus those with a score less than 1.65. The Levene’s Test for equality of variance resulted in an $F$-value of 0.046 ($p = .830$) which is insignificant and indicates both samples have equal variances, which confirms the assumption of equal variances required for the independent sample t-test. The t-value when comparing the two groups was 4.17 ($p = .000$), which indicates the two groups are significantly different. The mean for those with a difference score equal to or greater than 1.65 was 4.83 ($SD = 1.67$) and for those less than 1.65 was 3.15 ($SD = 1.66$). Because the neutral number on the turnover scale was 4, this adds some more evidence that individuals with difference scores above 1.65 have a higher turnover intention than those with a score below 1.65.
Research Objective Five

Research objective five was to determine if turnover intentions could be predicted by demographic characteristics (gender, age, tenure at current job, and tenure in the hospitality industry). Linear regression was run on each individual item and then with all combined including the difference score to test for indirect effects and spuriousness.

Gender

The linear regression equation resulting from gender as the independent variable and turnover intentions as the dependent was $T = 3.19 + 0.161 \times \text{Gender}$. The $F$-value for the regression equation was 0.227 ($p = .635$) which indicates there is no significant difference in turnover intentions between males and females. This indicates the intention to leave the industry is not different between males and females. Josiam et al. (2010) found no significant difference based on gender when examining work attitudes and motivation. If work attitudes and motivation are not different based on gender, it is understandable that turnover intentions do not differ as well. Chuang et al. (2007) found gender to be a predictor of retention, however actual retention is different from turnover intentions. In the current research study, the gender distribution between those that stayed and left the hospitality industry was similar so it seems gender played no role in retention.

Age

Linear regression was used to examine if age had a significant effect on turnover intentions. The resulting regression question was $T = 4.81 - 0.044 \times \text{Age}$. The $F$-value was 6.49 ($p = .012$). This indicates age does have an impact on intention to leave the hospitality industry, however it is in the opposite direction than anticipated. For each year older a hospitality management graduate is, their intention to leave the industry drops by 0.044. The
neutral number for the turnover scale was 4, so in order to reach this number an individual would be 18.4 years old, which means no one in our sample would be above the neutral zone based on this regression equation alone. This indicates the longer an individual stays in the hospitality industry the lower their turnover intentions become. This is further supported by the average tenure in the industry, which was 5.11 for those that had left the hospitality industry and 10.58 for those still in the hospitality industry. These findings either mean individuals leave the industry early because they realize it is not right for them or those that stay in the industry past a certain point may feel they need to stay in the hospitality industry and remain there for a longer period of time.

Pizam and Thornburg (2000) found age to be a moderately important factor when related to voluntary turnover. In addition, the authors mentioned that individuals under the age of 30 years had a greater tendency to quit. In addition, Josiam et al. (2010) found as individuals in the hospitality industry got older and worked for companies longer, their maturity increased and their cynicism towards their job decreased. If respondents are becoming more mature, Josiam et al. argued they may be able to better appreciate the work they accomplished and the education they are using to do their job.

**Tenure at Current Job**

Linear regression was used to examine if the respondents tenure at their current job had an impact on career turnover intentions. The resulting linear regression equation was $T = 3.57 - 0.026 \times \text{TenureJob}$ with an $F$-value of 0.617 ($p = .434$). This indicates the tenure at a current job does not show a significant impact on turnover intention. Karatepe and Karatepe (2010) found organizational tenure to buffer the impact of role conflict on turnover intentions, however this was not tested here. While tenure with the current job was not found
to be significant in this study, the negative coefficient associated with the effect indicates a lowering in turnover intentions if it were to be significant. Perhaps job tenure could have a buffering effect similar to the findings of Karatepe and Karatepe. In addition, Pizam and Thornburg (2000) found tenure to be moderately important when examining voluntary turnover.

*Tenure in the Hospitality Industry*

Linear regression was used to examine if tenure within the hospitality industry had an impact on career turnover intentions. The linear regression equation was \( T = 3.95 - 0.047 \times \text{TenureIndustry} \) with an \( F \)-value of 4.80 (\( p = .030 \)). The statistically significant \( F \)-value indicates the tenure within the industry does have an effect on career turnover intentions. Again, this is similar to the age demographic in that the longer the individual stays in the industry, the lower their career turnover intention. No similar comparison can be made as no previous research was found that examined tenure within the industry as a factor related to turnover.

*Regression of all Independent Variables*

Combining all independent variables in one regression model will allow for testing of spuriousness and indirect effects. When the difference score, gender, age, tenure with current job, and tenure within the industry were used as the independent variables and turnover intentions as the dependent, the regression equation resulted in: \( T = 3.18 - 0.017 \times \text{Age} + 0.054 \times \text{TenJob} - 0.027 \times \text{TenIndustry} + 0.175 \times \text{Gender} + 0.651 \times \text{Difference} \). The \( F \)-value for the regression as a whole was 5.318 (\( p = .000 \)). However, the only coefficient found to be significant was the difference score with a \( t \)-value of 4.31 (\( p = .000 \)). This indicates the significance from each of the demographic variables was spurious and can be explained
through the single difference variable. In other words, the effects from age and tenure within the industry are accounted for within the difference score.

**Research Objective Six**

At the end of the hospitality graduate questionnaire, both sets of individuals were asked open ended questions. These open ended questions were used to explore common themes as to why individuals would leave the industry and what would keep them or cause them to return. Raw data from these open ended questions can be found in Appendix G for those still in the hospitality industry and Appendix H for those that have left the industry.

*Stayed in Hospitality Industry*

Hospitality graduates still in the hospitality industry were asked: “If I were to leave my career, it would be because,” “If I were to remain in my career, it would be because,” “The least desirable trait of my career is,” and “The most desirable trait of my career is.” Responses themes can be found in Table 5.

The most common item that would cause current hospitality graduates to leave the hospitality industry was work family conflict. Example responses included: “I would want to start a family,” “too big of a commitment for my growing family,” “I was looking to have more time with my family.” It is clear that hospitality graduates who are still in the industry would leave due to the work family balance; however only 3.8% of respondents stated if the work family balance was better would be a cause for them to remain in their hospitality career. Post et al. (2009) found family interfering with work led to a decrease in work satisfaction and turnover. In addition, Blomme et al. (2009) found the work-family conflict to increase turnover intentions, while Kusluvan and Kusluvan (2000) argued better managing the work-family balance could increase retention. The quantitative portion of this research
Table 5. Themes from open-ended turnover questions by hospitality graduates who stayed in the hospitality industry ($n = 107$).

<table>
<thead>
<tr>
<th>If I were to leave my career, it would be because…</th>
<th>If I were to remain in my career, it would be because…</th>
<th>The least desirable trait of my career is…</th>
<th>The most desirable trait of my career is…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Family</td>
<td>Enjoy it</td>
<td>Long Hours</td>
<td>Working with People</td>
</tr>
<tr>
<td>Compensation</td>
<td>Compensation</td>
<td>Working Conditions</td>
<td>Serve</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>Promotion</td>
<td>Compensation</td>
<td>Excitement</td>
</tr>
<tr>
<td>Long Hours</td>
<td>Working with People</td>
<td>Difficult Customers</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Better Opportunity</td>
<td>Coworkers</td>
<td>Coworkers</td>
<td>Compensation</td>
</tr>
<tr>
<td>Promotion</td>
<td>Work Family</td>
<td>Work Family</td>
<td>Coworkers</td>
</tr>
<tr>
<td>Dislike Boss</td>
<td>Serve</td>
<td>Travel</td>
<td>Travel</td>
</tr>
<tr>
<td>Change</td>
<td>Better Opportunity</td>
<td>Promotion</td>
<td>Enjoy</td>
</tr>
<tr>
<td>Challenge</td>
<td>Layoffs/Job Security</td>
<td>Respect</td>
<td>Challenge</td>
</tr>
<tr>
<td>Layoffs/Job Security</td>
<td>Long Hours</td>
<td>Economy</td>
<td>Experience</td>
</tr>
<tr>
<td>Retire</td>
<td>Boss</td>
<td>Excitement</td>
<td>Society</td>
</tr>
<tr>
<td>Do Not Enjoy It</td>
<td>Challenge</td>
<td>Dislike Boss</td>
<td>Working Conditions</td>
</tr>
<tr>
<td>Contribute to Society</td>
<td>Excitement</td>
<td></td>
<td>Respect</td>
</tr>
<tr>
<td>Inability to Travel</td>
<td>Challenge</td>
<td></td>
<td>Would Miss It</td>
</tr>
<tr>
<td>Economy</td>
<td>Respect</td>
<td></td>
<td>Acceptable Hours</td>
</tr>
<tr>
<td>Coworkers</td>
<td>Experience</td>
<td></td>
<td>Promotion Prospects</td>
</tr>
<tr>
<td>Lack of Respect</td>
<td>Education</td>
<td></td>
<td>Get Along with Boss</td>
</tr>
<tr>
<td>Further Education</td>
<td>Working Conditions</td>
<td></td>
<td>Contribute to Society</td>
</tr>
</tbody>
</table>

Note: Percentages do not add to 100% due to less frequent, non-responses, and some individuals who had multiple themes.
study also supported the idea that hospitality graduates are not experiencing the levels of work-family balance they find important.

A theme that occurred across all four questions was related to compensation. Those that would leave the hospitality industry due to compensation stated: “. . . lack of pay increases,” “. . . low pay,” and “[if] I found an industry that paid more.” However, those that stated they would remain in their career due to compensation stated: “the money is very good,” and “I enjoy . . . the lifestyle it affords me.” It is clear there are individuals who have acceptable compensation and those that feel they are extremely below what is acceptable to them. Blomme et al. (2009) argued when employees are not being compensated at the levels they expect it could lead to turnover. In addition, Lu and Adler (2008) found hospitality students, who perceived pay being low, were less likely to enter the industry. Richardson (2009) found hospitality students do not expect to have a high starting salary, but do expect high earnings over the course of their career. Perhaps, hospitality graduates enter the industry knowing they will not start at a high salary, but do not remain in the industry long enough to have the high salary over the course of their career.

The most common least desirable trait of the hospitality industry was the long hours with 41.1% of the respondents commenting on the hours. Common responses included: “long hours,” “the hotels are 24 hours, so the work never stops,” “80+ hours/week,” “hours, managers are required to work 50 hours a week . . . ,” and “long hours, holiday and weekend work.” There were 2.6% of respondents who stated if the work hours got better they would remain in the industry. This indicates a gap of 38.5% of the respondents who did not mention this. Perhaps the hospitality graduates are aware the hours are long and not optimistic that
they will be reduced. This is supported by Roney and Öztin’s (2007) study in which students perceived irregular working hours as an unfavorable, but expected, factor in the hospitality industry.

The quantitative portion of this study did not include a career factor directly stating hours, but it was overwhelmingly present in the qualitative portion. It is clear that the hours present in the hospitality industry should be considered when selecting a career and should be included in future surveys. Murphy et al. (2009) determined the long hours to be a top factor as to why district managers leave their jobs. Kusluvan and Kusluvan (2000) argued the long hours need to be managed in order to have employees become more committed to an organization.

In addition, hospitality graduates that stayed in the industry did not enjoy working with difficult people (8.9% responded). While not specifically examined in this study, this could be due to hospitality graduates becoming exhausted from using surface acting instead of deep acting as found by Chau et al. (2009). This factor also was not included in the quantitative portion of the study; however individuals that stayed in the industry are influenced by the presence.

Individuals in the hospitality industry had a few consistent themes with the most desirable trait in the industry. The most common themes were: enjoy working with people (21.3% responded), enjoy serving others (14.8% responded), and each day is different/excitement (12.3% responded). These have strong connections with the reasons the hospitality graduates would remain in the industry, with working with people (8.3% responded) and enjoy the career (22.4% responded). It seems there are hospitality graduates
in the hospitality industry who know the hours are long, the work is difficult, but they
thoroughly enjoy the industry because they enjoy making others have great experience(s) and
each day brings new opportunities. Responses for those that enjoy working with other people
included: “the opportunity to meet and work with people from all over the world,” “working
with wonderful people,” “guest interaction,” “social aspect,” and “interaction with
people/diversity.” Walsh and Taylor (2007) found one of the items hospitality graduates are
looking for in the industry is the chance to improve life for others. In addition, Walsh and
Taylor found the hospitality graduates found joy in the work done and wanted to be
challenged on a day-to-day basis.

From the overall themes it is clear those who are still in the hospitality industry are
there because they enjoy the job, believe the compensation is acceptable, enjoy working with
people, having new experiences every day, and really enjoy serving others and making their
day.

Left the Hospitality Industry

Hospitality graduates who were no longer in the hospitality industry were asked: “I
left my career in the hospitality/tourism industry because,” “If I were to return to the
hospitality/tourism industry, it would be because,” and “The least desirable trait of my career
in the hospitality/tourism industry was.” Response themes can be found in Table 6.

The most common theme for why hospitality graduates left the hospitality industry
was due to the long hours with 21.3% of respondents mentioning it as a cause. The long
hours were also the most common theme (54.0% responded) for the least desirable trait of
Table 6. Themes from open-ended turnover questions by hospitality graduates that have left the hospitality industry ($n = 39$).

<table>
<thead>
<tr>
<th>I left my career in the hospitality industry because…</th>
<th>If I were to return to the hospitality industry, it would be because…</th>
<th>The least desirable trait of my career in the hospitality industry was…</th>
<th>The most desirable trait of my career in the hospitality industry was…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Hours</td>
<td>21.30% Compensation</td>
<td>16.90% Long Hours</td>
<td>54.00% Working with People</td>
</tr>
<tr>
<td>Work Family</td>
<td>18.00% Better Opportunity</td>
<td>16.90% Compensation</td>
<td>16.00% Excitement</td>
</tr>
<tr>
<td>Compensation</td>
<td>14.80% No other choice</td>
<td>11.90% Boss</td>
<td>10.00% Coworkers</td>
</tr>
<tr>
<td>Promotion</td>
<td>6.60% Better Hours</td>
<td>8.50% Work Family</td>
<td>6.00% Enjoy</td>
</tr>
<tr>
<td>Economy</td>
<td>6.60% Work Family</td>
<td>8.50% Coworkers</td>
<td>4.00% Challenge</td>
</tr>
<tr>
<td>Layoffs/Job Security</td>
<td>6.60% Miss it</td>
<td>8.50% Respect</td>
<td>4.00% Respect</td>
</tr>
<tr>
<td>Enjoy</td>
<td>4.90% Enjoy</td>
<td>5.10% Working Conditions</td>
<td>4.00% Working Conditions</td>
</tr>
<tr>
<td>Education</td>
<td>4.90% Coworkers</td>
<td>5.10% Did Not Enjoy</td>
<td>2.00% Travel</td>
</tr>
<tr>
<td>Experience</td>
<td>3.30% Never</td>
<td>5.10%</td>
<td></td>
</tr>
<tr>
<td>Working Conditions</td>
<td>3.30% Layoffs/Job Security</td>
<td>3.40%</td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td>3.30% Respect</td>
<td>3.40%</td>
<td></td>
</tr>
<tr>
<td>Change</td>
<td>3.30% Challenge</td>
<td>1.70%</td>
<td></td>
</tr>
<tr>
<td>Society</td>
<td>1.60% Economy</td>
<td>1.70%</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>1.60% Education</td>
<td>1.70%</td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td>1.70%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Percentages do not add to 100% due to less frequent, non-responses, and some individuals who had multiple themes.
their careers when they were in the hospitality industry. Responses related to the long hours being the reason the respondent left included: “too many hours,” “I did not enjoy the hours,” and “wanted a job with better hours.” Responses for the least desirable trait included: “Too many hours!!! . . .,” “always working while others are playing,” “I didn’t enjoy going to work every day . . .,” and “terrible hours . . . .” It is clear the individuals who left the hospitality industry had a strong opposition to the number and types of hours they worked in the hospitality industry.

Long hours showed up as a top item in both those that had left and those that have stayed in the hospitality industry. These findings, coupled with past research (Kusluvan & Kusluvan, 2000; Murphy et al., 2009), re-emphasizes the importance of examining what can be done about the long hours in the industry. Blomme et al. (2009) stressed the importance of ensuring hospitality graduates have accurate expectations when they enter the industry. This is further supported by Maxwell et al. (2010) who found Generation Y hospitality students to have high expectations of the hospitality industry. It is clear the long hours are going to be present, but as Lee (2007) suggested students learn more about the actual industry outside the classroom. Perhaps the only way to ensure hospitality students understand the long hours in the hospitality industry would be to force them to actually work the hours.

Many of the individuals who did not like the long hours also mentioned a dislike for not being able to spend time with their family or being able to become a parent. The work/family conflict theme was present in 18.0% of respondents as a reason for why they left. Responses included: “no time for family,” “hours not conducive to family,” “started a family . . .,” and “family reasons conflicting with the hours of my job.” However, 3.5% of
respondents did state they would return to the hospitality industry once their children were old enough or if they found a job that was more conducive to having a family. Turnover has been found to be caused by lack of work-family conflict in past research (Blomme et al., 2009; Kusluvan & Kusluvan, 2000; Richardson, 2009) and the current study. In the current study the quantitative results indicated hospitality graduates that stayed in the industry and left the industry both felt they would not have enough time for parenthood. In addition, those that stayed in the industry mentioned it would be a reason they would leave. However, Richardson (2010) found both domestic and international students to rate the importance of a job that can be combined with parenthood as the second lowest and the lowest. In addition, both domestic and international students perceived the tourism and hospitality industry as not offering a job that can be easily combined with parenthood.

The reasons respondents would return to the hospitality industry were: better compensation (16.9% responded), better opportunity (16.9% responded), and if they had no other choice (11.9% responded). The respondents left the hospitality industry due to low compensation, lack of work family balance, and the long hours, so it make sense they would return if there was a better opportunity or if they felt they were compensated fairly. The most alarming of these three is if they had no other choice, responses included: “I’ve lost everything and have nowhere else to turn to . . .” and “I was out of work and unable to secure a new job in my current industry.” Other responses following the same path, but with a stronger tone were the 5.1% of individuals who stated they would not return to the hospitality industry, responses included: “NEVER,” “Not sure I would,” and “I would not . . .”
Individuals who left the hospitality industry shared a couple of the same perceived most desirable traits of the hospitality industry, these included they enjoyed working with people (54.3% responded) and liked every day being different and excitement (14.3% responded). Responses were similar to those still in the industry for both, responses included: “meeting interesting people,” “the social environment,” “meeting and working with great people,” “every day was different,” and “there was never a dull moment.” It seems those that left the industry enjoyed certain traits of the industry, but the long hours, work-family conflict, and low compensation were not made up for in excitement and working with interesting people. These findings are contrary to the findings of Walsh and Taylor (2007) who determined the absence of these factors do not cause turnover, but individuals decide to leave due to lack of learning and growth opportunities. In this study, promotions and experience were factors, but not as prominent as compensation, long hours, and work-family conflict.

*Left vs. Stayed*

As seen in the analysis of percentages, the theme groupings are fairly similar. The most desirable traits for those that stayed and left were working with people, excitement, and being able to serve people. The least desirable traits for both were the long hours and working conditions. The reasons respondents left or would leave the hospitality industry are in the area of compensation, work family conflict, and to get a change in career.

The reasons respondents in the industry would stay and the reasons that respondents that had left would return were different. For those that are in the industry, they would stay because they enjoy the industry, feel they are being compensated fairly, have promotion
prospects, and enjoy working with people. However, for those that had left, the reasons they would return include if there is a better opportunity or because they are offered higher compensation. There were 8.5% of the respondents who stated a reason they would return is because they miss the hospitality industry. However, 11.9% of respondents stated they would only return if they had no other choice and 5.1% of respondents stated they would never return. These would not be conceivable responses for those that are still in the industry, but still alarming to see.

A theme that was present for hospitality graduates that stayed in the industry, but not in those that left the industry, was dealing with difficult customers. Perhaps this is because it affects employees while they are in the industry, but not something that actually makes them leave the industry. This is supported by the fact that none of the individuals who stated it was the least desirable trait included it as a reason they would leave the industry. In addition, no one who had already left the industry mentioned it as a cause for leaving or a least desirable trait.

Two individuals mentioned they would leave the hospitality industry when they retire. This was not something that was present in the responses from those that left or the quantitative portion of the research. While the number of respondents mentioning they intend to retire in the industry was low, it does show there are some recent hospitality management graduates who intend to stay in the hospitality industry for the duration of their career.

The long hours of the hospitality industry topped the reason why hospitality graduates had left the industry (21.3% responded) and the least desirable trait of both the hospitality graduates that stayed (41.1% responded) and the hospitality graduates that left (54.0%
responded). However, the top reason hospitality graduates who stayed in the industry would leave would be because of the work-family conflict (17.2% responded). The hospitality graduates still in the industry had the work-family conflict as only the sixth highest least desirable trait (4.5% responded). These findings could indicate the hours are not desirable for hospitality graduates, but hospitality students expect long hours (Blomme et al., 2009) so it may not always be the reason they leave the industry. However, the long hours could be the cause of the work-family conflict for the hospitality graduates still in the industry and therefore could ultimately be the root cause of their turnover.
CHAPTER 5. CONCLUSIONS

This chapter contains three sections. First a summary of the research findings will be discussed. Then, the limitations of the research study will be addressed. Finally, future research recommendations will be presented.

Summary of Research

The researcher found 29.1% of the recent, participating, graduates from hospitality programs had already left the hospitality industry. This number is lower than has been found in past research which has ranged from 48% (King et al., 2003) to 70% (Blomme, 2006). However, this is similar to the 32% of hospitality graduates who did not intend to go into the hospitality industry (Lu & Adler, 2008). Perhaps the lower percentage of hospitality graduates that had left the industry is due to the state of the economy during the research period. Perhaps some of the career factors that were found to cause individuals to leave, such as compensation and better hours, were not as readily available in the economic state.

It is clear there are distinct differences in what hospitality graduates experienced and what they perceived to be important when selecting a career. In addition, these perceptions are different for those who were still in the hospitality industry and those that had left the hospitality industry. It is not surprising to find differences in the career factor experience and importance scores, as Blomme et al. (2009) and Richardson (2009) found students expectations of the hospitality industry change significantly once they enter the hospitality industry.

Robinson et al. (2008) found graduates believe they had an unrealistic vision of what their career path would be upon graduation. Richardson (2008) found hospitality students
who experience the hospitality industry, such as through an internship, are more likely to not enter the hospitality industry. While decreasing the amount of graduates who want to enter the industry is not a good outcome, ensuring students have a clear perspective of what to expect is. Perhaps requiring immediate internships, even at the line level, of hospitality students could help with this. The hospitality graduates who stayed in the industry stated they continued to remain in the industry due to the experiences, challenges, enjoyment, and to use their degree. If the graduates want the experiences and challenges, requiring more internships may be a valid solution. In addition, Hinkin and Tracey (2010) argued industry practitioners need to better manage their human capital. By providing the experiences and challenges the hospitality graduates want, perhaps the industry would be better able to retain the educated staff.

If students are required to receive real hospitality industry experience immediately, educators will be able to shape a more realistic picture of what the industry is like. Kusluvan and Kusluvan (2000) suggested hospitality graduates with more realistic expectations are more likely to remain in the industry; this idea was further supported by Chuang et al. (2007). If educators are able to shape expectations to be more realistic, perhaps the graduates from programs would remain in the industry longer. The caveat to this argument is it could cause a decrease in hospitality students, an undesirable outcome. However, Marchante et al. (2007) found experience can make up for education, but not vice versa, and perhaps selling hospitality students on the importance and value of hospitality experience would ensure they were motivated to do well and participate in as many hospitality industry related experiences as possible.
Through internship opportunities, students are able to confirm their career expectations. If the career factors that are important to graduates are met, the results from this study suggest they are more likely to remain in the hospitality industry. Ko (2007) suggested individuals who have successful internships become more committed to their future careers in the same industry. In addition, Kim et al. (2010) found students based more of the career decisions on firsthand information, such as internships and real world experiences, as opposed to what is taught in class or told to them by faculty. Perhaps having strong internship partnerships between academia and the industry could help ensure students are receiving high quality internship opportunities. Ayres (2006) found over half of managers believed their education had little to no influence on their career path, but it was more influenced by the experiences they had. This further emphasizes the importance of having highly experienced graduates.

While internships will give the students the experiences they need, there are only a certain number of jobs they can experience. Kim et al. (2010) argued having specific topic based courses, such as event management, club management, or casino management, would allow students to get a more rounded education and be able to experience portions of the hospitality industry they do not during their internships. Kim et al. also argued educators need to continue asking the industry as well as students what is important to them so that curricula can be changed and be as dynamic as the hospitality industry. Perhaps a balance between diverse internship experiences and career specific courses, students will be adequately prepared to enter the hospitality industry.
Internship opportunities will only go so far in helping students develop an accurate picture of what the hospitality industry is like. The results from this research study indicate individuals left the hospitality industry due to a large gap between what they experienced compared to what they viewed as important. The differences between hospitality graduates who stayed and left the hospitality industry were related to a pleasant working environment, has a good starting salary, provides an intellectual challenge, and is enjoyable. All of these items also came up in the qualitative portion of this research study. It is clear those that left the industry did so because of the working conditions and long hours. However, those that stayed also experienced these same items but experienced some of the more important items such as enjoying what they do, being challenged, and having new experiences. In order to retain educated hospitality graduates, industry practitioners need to remember to challenge their employees, offer new experiences and development opportunities, and remember the hospitality graduates got a degree in hospitality for a reason, and to take advantage of that by offering them responsibilities and challenges that use their degree.

While there were inadequate responses to the hiring manager survey to make any statistically significant conclusions. Based on this small sample, there were differences in what employers believed their new employees will find important and what they actually find important. Perhaps industry practitioners could have a set job description, but be willing to adapt specific job tasks or duties to the strengths and weaknesses of the individual hired. It is clear hospitality graduates want to succeed, but in order to do so employers may need to adjust their expectations and offer new challenges to keep employees interested. This is supported by Hinkin and Tracey (2010), who found human resource management in the
hospitality industry is lagging behind other similar industries. The authors suggested moving from a mentality that turnover is high and to accept it, to a mentality that people are assets and need to be managed effectively to ensure they stay.

The regression equation tying the difference between career factor importance and experience scores to turnover intentions was found to be statistically significant. While not generalizable, it is clear hospitality graduates who did not experience what they find important are more likely to leave the hospitality industry. In order to reduce the gap, hospitality graduates need to find jobs in the hospitality industry that better fit their needs or employers need to adjust what they offer to better fit the individual employees.

There were some hospitality graduates who left the industry who stated they would never return to the hospitality industry, but for the most part it seems hospitality graduates have a strong passion for the industry. Ayres (2006) found a common trait among successful managers was they had a passion for their job. If students are passionate enough about hospitality to choose it as a major then industry practitioners need to take advantage of this passion to shape their employees into successful hospitality managers who are challenged and able to succeed in the industry. In addition, the findings of this study indicate the longer a hospitality graduate is in the industry, the less likely they are to leave. Trying to motivate and retain valuable employees to the point where they feel comfortable and decide to stay is important.

The most common response from respondents still in the hospitality industry as to why they would stay in the industry was because they enjoy it. In addition, the respondents enjoyed working with people, enjoyed serving others, and enjoyed the excitement of
hospitality. These items while individually may not be unique to the hospitality industry; a combination of all of them may be hard to find anywhere but in hospitality.

The most common responses for hospitality graduates that left the hospitality industry as to why they left were because of the long hours and compensation. Some respondents stated their managers require them to be on property for excessive hours even after they complete all of their work related tasks. It seems the long hour mentality of the hospitality industry has become a norm and therefore managers expect it from their employees, even when it becomes unnecessary. One respondent mentioned after becoming good at their job they no longer needed to be there as long as they were in the past, but that was not a welcomed change by their employer and therefore there is no motivation to become more efficient. This again is evidence that human resources methods are not up to date in the hospitality industry (Hinkin & Tracey, 2010).

From this research, a couple methodological findings are evident. First, attempting to contact department heads may not be the best method for trying to obtain a commitment to participate. A few of the program heads who responded directed the researcher to an individual responsible for managing alumni relations within their department. It is reasonable to assume this may be the case for many other programs, but because the researcher did not receive a response from the department head it was not taken any further. In addition, while the number of hospitality graduates the survey was sent to is unknown, it is reasonable to assume the 165 responses did not result in a very high response rate. Perhaps this could be due to spam filters or lack of motivation to participate.
Limitations of Study

While the intent of this research study was to reach hospitality graduates from programs all across the nation, only 10 of the 121 program heads agreed to participate. In addition, only 3 of the programs had a significant number of respondents. Due to the low level of nation-wide participation and number of respondents, the results from this research study are not generalizable.

Due to how the survey was designed, respondents who stayed in the hospitality industry and respondents who have left the hospitality industry were asked questions that were worded slightly different. In addition, the respondents that left the industry were asked to respond to their experiences from when they were in the hospitality industry. Those that have left the industry perhaps have experienced a shift in their perception of the industry over however many years it had been since they left the industry. The wording and time since the experiences could have been part of the differences seen in the analyses.

Recommendations for Future Research

In order to increase responses when attempting to use alumni as a sample, future researchers should attempt to find contact information for alumni relations personnel within hospitality programs. If not available, perhaps shortening the length of the initial email to department heads to reduce the time required to respond could help in ensuring response. In addition, the mail merge feature of Microsoft Office (2010) was used in the sending of surveys to make them more personalized and quicker to send. The mail merge may have caused certain spam filters to trigger a junk mail response. While sending individual emails
to 121 different people without using the mail merge feature may be a daunting task, if it could increase the response it may be worthwhile.

The career factor tool used in this research study was found to be useful in quantifying career factor experiences and importance and a similar tool has been used successfully in the past in hospitality (Richardson, 2009). In this research study, the tool was adapted to rate importance and experience, which may be more concrete than expectations. In addition, the scale was changed from a 3 point scale to a 7 and 8 point scale in order to increase the variance. Many respondents did only use the top end of the scale, but it is clear there were respondents who used the entire scale. In order to be able to distinguish between responses it is suggested a larger scale be used with this tool.

The qualitative portion of this research study resulted in valuable responses that were used to explore what causes hospitality management graduates to stay and what causes them to leave. It seems the major focus of turnover research has been quantitative in nature and also focusing on the costs of turnover. Further research involving students and hospitality graduates examining their ever changing opinions of the industry and their desires for a career could assist in determining what needs to be done in both academia and the industry to keep the hospitality graduates in the hospitality industry.
REFERENCES


APPENDIX A. HUMAN SUBJECTS EXEMPTION LETTER

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Date: 5/6/2010
To: Eric A Brown
    18B MacKay Hall
CC: Dr. Robert Bosselman
    31 MacKay

From: Office for Responsible Research

Title: Hospitality Management Degree Areas: Managers’ and Graduates’ Perspectives of Career Factors and Relations to Turnover Intention

IRB Num: 10-132
Submission Type: New
Exemption Date: 5/6/2010

The project referenced above has undergone review by the Institutional Review Board (IRB) and has been declared exempt from the requirements of the human subject protections regulations as described in 45 CFR 46.101(b). The IRB determination of exemption means that:

- You do not need to submit an application for annual continuing review.
- You must carry out the research as proposed in the IRB application, including obtaining and documenting informed consent if you have stated in your application that you will do so or if required by the IRB.
- Any modification of this research should be submitted to the IRB on a Continuing Review and/or Modification form, prior to making any changes, to determine if the project still meets the federal criteria for exemption. If it is determined that exemption is no longer warranted, then an IRB proposal will need to be submitted and approved before proceeding with data collection.

Please be sure to use only the approved study materials in your research, including the recruitment materials and informed consent documents that have the IRB approval stamp.

Please note that you must submit all research involving human participants for review by the IRB. Only the IRB may make the determination of exemption, even if you conduct a study in the future that is exactly like this study.
Emails were sent requesting use of questionnaires to both Dr. Richardson and Dr. Kyriacou.

Response from Dr. Richardson:

Hi Eric,

I believe in academic freedom, as long as the due credit (reference) is given I have no issue with you using the survey. For your use I have attached a copy here. I look forward to seeing the results of your survey. Maybe we could do some form of comparison between Australia and the US at a later stage.

Kind Regards,

Dr Scott Richardson, Ph.D.

Response from Dr. Kyriacou:

Yes, that's fine.

Chris
APPENDIX C. HOSPITALITY MANAGEMENT GRADUATE CONSENT FORM AND QUESTIONNAIRE IN HOSPITALITY INDUSTRY

Dear recent graduate,

The purpose of this research study is to examine perceptions of career factors and their relationship to turnover intention within the hospitality/tourism industry. You are being invited to participate in this study because you are a recent graduate from a hospitality/tourism program.

If you agree to participate in this study, your participation will last for approximately 15 minutes. Your participation in this study is completely voluntary and you may refuse to participate at any time. In addition, any question you feel uncomfortable answering may be skipped. Submittal of a completed questionnaire indicates your willingness to participate in this study. During this study you will fill out the questionnaire about your perceptions of certain career factors and your turnover intention. To ensure confidentiality to the extent permitted by law, the following measures will be taken: 1) questionnaires will remain completely anonymous and no personal identification will be asked for, 2) no individual will be identified in the published research, rather pooled data will be reported, 3) only the identified researchers will have access to the study records, 4) all questionnaires will be password protected and not accessed except by the identified researchers, and 5) study records will be kept in a locked office. There are no foreseeable risks at this time for participating in this study. You will not have any costs for participating in this study and you will not be compensated for participating in this study.

We hope that the information gained in this study will benefit society by helping to identify what career factors are important to hospitality/tourism graduates and how they affect turnover intention. If you have any questions regarding this questionnaire or if you would like a summary of research findings, please contact Eric Brown at 515-451-6289 or Dr. Robert H. Bosselman at 515-294-7474.

Thank you for your assistance with this project.

Sincerely,

Eric Brown
Graduate Student
ebrown@iastate.edu

Robert H. Bosselman, PhD
Professor and Department Chair
drbob@iastate.edu
Gender
- Male
- Female

* I currently:
- work in a hospitality related industry.
- work in an industry unrelated to hospitality.
- am unemployed.

Age

Ethnicity

Industry (i.e. hotel, restaurant, etc.)

Degree major (i.e. business, hospitality, etc.)

Length of time with current employer

Length of time in the industry
Please respond to each of these statements about your current career. Any statement may be left blank. Please respond to both the questions on the left and on the right.

******NOTE: Critical indicates without it, I would change careers******

When selecting a career, please indicate the importance of each of the following:

Each statement begins with "A career..."

<table>
<thead>
<tr>
<th>Statement</th>
<th>Not Important</th>
<th>Neutral</th>
<th>Very Important</th>
<th>Critical</th>
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<tbody>
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<td>that has good promotion prospects.</td>
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<td>which gives me responsibility.</td>
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<td>with high earnings over length of the career.</td>
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<td>where I can use my degree.</td>
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<td>where I gain transferable skills.</td>
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<td>with career mobility - easy to get a career anywhere.</td>
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<td>that offers opportunities for further training.</td>
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In your career, please indicate your current experience with the following.

My current career is one...

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<th></th>
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<th>Neutral</th>
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Please rate each of the following statements.

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<th>Statement</th>
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<th>Neutral</th>
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<tbody>
<tr>
<td>I often think of choosing a new career.</td>
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<tr>
<td>I intend to change my career in the next year.</td>
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<tr>
<td>I intend to change my career in the next 5-10 years.</td>
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If I were to leave my career, it would be because:

[Blank space]

If I were to remain in my career, it would be because:

[Blank space]

The least desirable trait of my career is:

[Blank space]

The most desirable trait of my career is:

[Blank space]

If the researcher can contact your hiring manager, please provide contact information for them (email or physical address):

[Blank space]
Dear recent graduate,

The purpose of this research study is to examine perceptions of career factors and their relationship to turnover intention within the hospitality/tourism industry. You are being invited to participate in this study because you are a recent graduate from a hospitality/tourism program.

If you agree to participate in this study, your participation will last for approximately 15 minutes. Your participation in this study is completely voluntary and you may refuse to participate at any time. In addition, any question you feel uncomfortable answering may be skipped. Submittal of a completed questionnaire indicates your willingness to participate in this study. During this study you will fill out the questionnaire about your perceptions of certain career factors and your turnover intention. To ensure confidentiality to the extent permitted by law, the following measures will be taken: 1) questionnaires will remain completely anonymous and no personal identification will be asked for, 2) no individual will be identified in the published research, rather pooled data will be reported, 3) only the identified researchers will have access to the study records, 4) all questionnaires will be password protected and not accessed except by the identified researchers, and 5) study records will be kept in a locked office. There are no foreseeable risks at this time for participating in this study. You will not have any costs for participating in this study and you will not be compensated for participating in this study.

We hope that the information gained in this study will benefit society by helping to identify what career factors are important to hospitality/tourism graduates and how they affect turnover intention. If you have any questions regarding this questionnaire or if you would like a summary of research findings, please contact Eric Brown at 515-451-6289 or Dr. Robert H. Bosselman at 515-294-7474.

Thank you for your assistance with this project.

Sincerely,

Eric Brown
Graduate Student
ebrown@iastate.edu

Robert H.Bosselman, PhD
Professor and Department Chair
drbob@iastate.edu
Gender
- Male
- Female

* I currently:
- work in a hospitality related industry.
- work in an industry unrelated to hospitality.
- am unemployed.

Age

Ethnicity

Industry (i.e. hotel, restaurant, etc.)

Degree major (i.e. business, hospitality, etc.)

Length of time with current employer

Length of time in the industry
Please respond to each of these statements about your beliefs regarding your past career in hospitality. Any statement may be left blank.

*****NOTE: Critical indicates without it, I would change careers.******

When selecting a career, please indicate the importance of each of the following.

Each statement begins with "A career..."

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In your past career in hospitality, please indicate your experience.

My hospitality career was one...

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<td>with high earnings over length of the career.</td>
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<td>where I contributed to society.</td>
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<td>where I could use my degree.</td>
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<td>where I gained transferable skills.</td>
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<td>that had a good starting salary.</td>
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<td>where I could care for others.</td>
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<tr>
<td>that offered opportunities for further training.</td>
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I left my career in the hospitality/tourism industry because:

If I were to return to the hospitality/tourism industry, it would be because:

The least desirable trait of my career in the hospitality/tourism industry was:

The most desirable trait of my career in the hospitality/tourism industry was:

If the researcher can contact your former hiring manager, please provide contact information for them (email or physical address):
APPENDIX E. HIRING MANAGER CONSENT FORM AND QUESTIONNAIRE

Dear hiring manager,

The purpose of this research study is to examine perceptions of career factors and their relationship to turnover intention within the hospitality/tourism industry. You are being invited to participate in this study because one of your employees is a recent graduate of a hospitality/tourism program and submitted your contact information as their hiring manager.

If you agree to participate in this study, your participation will last for approximately 10 minutes. Your participation in this study is completely voluntary and you may refuse to participate at any time. In addition, any question you feel uncomfortable answering may be skipped. Submittal of a completed questionnaire indicates your willingness to participate in this study. During this study you will fill out the questionnaire about your perceptions of certain career factors. To ensure confidentiality to the extent permitted by law, the following measures will be taken: 1) questionnaires will remain completely anonymous and no personal identification will be asked for, 2) no individual will be identified in the published research, rather pooled data will be reported, 3) only the identified researchers will have access to the study records, 4) all questionnaires will be password protected and not accessed except by the identified researchers, and 5) study records will be kept in a locked office. There are no foreseeable risks at this time for participating in this study. You will not have any costs for participating in this study and you will not be compensated for participating in this study.

We hope that the information gained in this study will benefit society by helping to identify what career factors are important to hospitality/tourism graduates and how they affect turnover intention. If you have any questions regarding this questionnaire or if you would like a summary of research findings, please contact Eric Brown at 515-451-6289 or Dr. Robert H. Bosselman at 515-294-7474.

Thank you for your assistance with this project.

Sincerely,

Eric Brown, MS
Graduate Student
ebrown@iastate.edu

Robert H. Bosselman, PhD
Professor and Department Chair
drbob@iastate.edu
Gender

- Male
- Female

I currently:

- work in a hospitality related industry.
- work in an industry unrelated to hospitality.
- am unemployed.

Age

Ethnicity

Industry (i.e. hotel, restaurant, etc.)

Degree major (i.e. business, hospitality, etc.)

Length of time with current employer

Length of time in the industry
Please respond to each of these statements about your perceptions of what applicants are looking for and what your current company offers to applicants. Any statement may be left blank. Please respond to both the questions on the left and on the right.

*****NOTE: Critical indicates without it, I believe the applicant would not accept the position*****

How important do you believe each of the following are to an applicant?

Each statement begins with "A career..."

<table>
<thead>
<tr>
<th>Statement</th>
<th>Not Important</th>
<th>Neutral</th>
<th>Very Important</th>
<th>Critical</th>
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<td>that he/she will find enjoyable.</td>
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<td>with colleagues that he/she can get along with.</td>
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<td>where he/she can use my university degree</td>
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When responding, think of what your current organization offers employees.

Each statement begins with "A career…"

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<thead>
<tr>
<th>Statement</th>
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<td>that he/she will find enjoyable,</td>
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</table>
Dear (name of department head),

My name is Eric Brown and I am a Hospitality Management graduate student at Iowa State University. I am doing a research study about career factors and turnover intentions within the hospitality/tourism industry. I am seeking your assistance with my research.

For this research, I will be using questionnaires that I would like recent graduates to fill out and in order to do this I am in need of your assistance. I would like your permission to include your alumni as part of my research study. If you are willing to allow me to contact your alumni for this research study, I will require contact with them. One possible approach might be for you to send an email to your alumni with a link to my survey.

For your information, only summary data will be published, and I will be sending your summary data directly to you.

You allowing participation by your alumni in my research study would be much appreciated and greatly enhance the value of this study, if you have any questions at any time feel free to call me at 515-451-6289 or you can email me at ebrown@iastate.edu.

Sincerely,

Eric A. Brown, M.S.
Iowa State University
Doctoral Candidate
Foodservice and Lodging Management
18B MacKay Hall
Ames, IA 50010
APPENDIX G. QUALITATIVE RESPONSES FOR HOSPITALITY GRADUATES STILL IN THE HOSPITALITY INDUSTRY

1. If I were to leave my career, it would be because:
   - I would want to start a family
   - Retirement
   - I feel that I am being used and not having the opportunity for advancement.
   - Change career but still stay in the industry.
   - New Challenge, Burned out
   - No promotion available
   - Poor health; inability to travel
   - Money
   - I could not maintain my career as a parent.
   - I would like to pursue a different challenge or opportunity that I haven't tried yet.
   - I am moving out of state
   - I didn't like it, decided it wasn't for me
   - I got burned out...long hours, high stress
   - I was unable to balance my family with my career
   - I want a more traditional work schedule and a career path with more varied opportunities for promotion.
   - I would want to do something different.
   - Lack of job security. Specialized business and only a few companies in town that I could work for.
   - The workload of a restaurant GM is too much.
   - Better opportunity, better pay, better job environment
   - Burn out
   - I was given an opportunity to do something that I could not pass up.
   - another opportunity
   - of possibility of starting my own business.
   - The workload, the hours, and the commitment can be overwhelming.
   - I would work for myself or with animals not people.
   - I was able to gain entry into academia
   - I've gotten bored of it.
   - I don't plan to.
   - I was getting tired with the work I do and I would want to try something new.
   - I am not challenged enough and my boss does not seem to have any direction
   - I was looking to have more time with my family
   - Terminated
   - Lack of respect from current employer
   - There wasn’t job opportunities
   - LOCATION
   - be able to be with my family more
I wanted to start a family.
People are too demanding in the hospitality industry.
I work my butt off, don't get paid enough, my boss does very little which means I do most everything and servers are going to be the death of me.
I find a higher position in another hotel with a better pay and or better benefits.
Money
I would like to start my own business.
I did leave my salaried management job in Jan. left it completely in May to get my masters in education, but just wait tables now. The hours are unpleasant, I did not use my degree, and I always dreamed of being a teacher!
To own my own business
A child
I'm ready to retire.
Money
change in boss or work load that was not reasonable
I'm not happy at my current place of employment
of the lack of a team atmosphere
I would want to own my own business.
Money and Time for a Life.
Other opportunities or position cut backs
I would like to have a more defined/normal work schedule.
The work load and unreasonable requests of my supervisors
The owner died and new ownership would change management. or I would find a new opportunity within the restaurant industry.
spend more time with my family, less travel required
Wok environment and salary.
too big of a time commitment with my growing family.
Involved in politics or non-for-profit fundraising.
I would like a new challenge. I'm interested in working in the arts - running an art gallery.
Unforeseen personal reasons.
frustration with work load and lack of pay increases.
I was laid off.
I get fired and can't find another job in the field
Of how time consuming the hospitality business is. Both myself and husband are managers and for us to start a family, there are going to have to be changes.
of retirement
My family
Lack of open jobs due to economic conditions in the industry.
The long hours and incompatibility with a family life
I want to have a family and the schedule I currently keep would not allow for
that flexibility needed to have a family.
My fiancé is a lawyer, and I will likely be a stay-at-home mom eventually.
the hours are too demanding and leave no room for free time or any sort of
vacation for anyone who is a RESPONSIBLE employee
I don't want to leave my career, I just want to leave my current job. It is a dead
end and full of nothing positive. I might choose to leave hotels and go back
into the restaurant field because it is a bit more fast pace and fun for me.
Less responsibility
Workload is too heavy for amount of pay/benefits. Interferes with personal
life. No possibility of being a parent and still doing well at my job. My boss is
unfairly demanding.
Long hrs. low pay
The hours and responsibilities are not equal to the pay I receive.
Stress
I found an industry that pays more and requires you to work fewer hours than
the hospitality industry.
Hours away from my children
New opportunity/challenge pops up that intrigues me.
starting a family
Salary/Promotions
the hours can be taxing at times
The hours are not ideal for starting a family or for a low anxiety lifestyle.
Hours and lack of advancement opportunities
Hospitality careers have demanding hours (weekends, nights, etc), this would
be a main factor in changing my career once starting a family.
salary, compatibility with that point in my life, time to move on, or better
opportunities, health benefits
the work/life balance is non-existent and I am not compensated for my time.
I don't currently feel my career gives back to society
The economy; geographic transfer
of the hours that need to be put in the eyes of many upper management. Often
times, the job can be completed or done in a certain amount of time. At my
current position, the GM thinks there should be a mandatory 12 hour work
day. I certainly understand that this is not a 8 hour a day job, but I think that as
you learn you should be able to work more effectively. If a 12 hour day is
what it takes to complete your daily tasks, then perhaps you need a more
effective way to complete them or you are no the right person for the job.
Having children
Stress, hours.
I want new challenges, or to help people more face to face
family
I get offered a good solid entry level position with increasing pay and benefits
• Moving towards retirement.
• To gain more responsibility and be more challenging.
• needing to be able to support my family.
• Changes within the company, lack of advancement opportunity, unable to work with direct management.
• I was ready to move on to something different in my life
• of discrepancies with lifestyle choices.
• As I just changed jobs from the hotel career to the hospitality software career, I believe I would leave this career due to the intense amount of travel and the burnout that could be related to that.

2. If I were to remain in my career, it would be because:
• I enjoy the challenge and the opportunity to meet new people and learn new things every day
• Good earnings
• I love working with my current co-works. I like to serve people and there is always new things to learn.
• I enjoy my job.
• To scared to learn something new
• Advancement opportunities
• Demand for consulting and training remains as it is now, or increases
• Money
• The people I work for are a family.
• I am able to advance further in my career, which I find difficult in the current economic state of the country.
• I like it
• I was happy and enjoyed going to work.
• I love it
• I can continue my professional development while balancing a family
• I am often not taken seriously by other industries, and would have to take a severe pay cut to make the switch (part of the reason they don't take me seriously).
• I work for a fantastic company that takes care of their employees.
• I enjoy the job and I have almost 7 years in it.
• I did not have the chance to go back to school
• Advancement, Raise
• Love doing it
• It is always something different, no two days are the same. Also, I have the opportunity to meet a wide variety of people.
• Personal growth and ability to groom/develop next generation of hoteliers.
• I enjoy my client, my company and my colleagues.
• I enjoy it, it pays well & has great benefits.
• A chance to give back, help others grow
• I feel challenged again
• of Promotion
• I enjoy being a meeting planner.
• the money is very good
• We needed to maintain two incomes
• Enjoyment
• Job transfer to a more stable environment.
• Salary, location, training
• Happy, challenged
• NEED EXPERIENCE
• stability and would not need to be trained too much.
• I love the hospitality industry and enjoy "doing" for other on a daily basis.
• enjoy working with food
• I enjoy the job.
• I am really good at it, I make an impact in my restaurant, I am well respected and I have no idea what else I would be good at other than this.
• I would get promoted and be given a raise.
• Promotions
• The hours were suitable and it favored raising a family. Just because I am not married or do not have kids does not mean I need to work all the late night hours.
• security
• Great success, respect, and viable income with opportunity for long term retirement possibilities
• I love what I do
• Money
• good working conditions and colleagues
• job security, promotion
• I was waiting for a better opportunity
• Great money and flexibility.
• I am on a positive track and achieving success early in my career path.
• I enjoy what I do and have gained a lot of knowledge in the last 6 years.
• Everyday is different.
• Benefits of the company
• I enjoy hospitality and giving service to customers.
• I love it! Every day is something new and is always exciting. Great people in the industry as well
• I enjoy what I do.
• I love what I do and it challenges me differently everyday.
• I have continued to grow in different positions that I enjoy with great responsibility and great salary
- It has been very rewarding, and I have enjoyed seeing the career opportunities expand over the years.
- I enjoy what I do & have opportunity for growth.
- Flexible work schedule and rewarding career.
- I enjoy/am good at what I do and feel like I'm being compensated fairly.
- It is fulfilling
- It's what I know. There are good days and bad days, but you'll have that with any job.
- I like the work and compensation is good.
- Security and money
- It's what I enjoy and what I have a degree in.
- I enjoy what I do, and by moving up, the hours should get better
- I love what I do!!
- Flexibility with family-time.
- I were operating my own business
- I really like working with people and helping them have an awesome experience with whatever field I'm in.
- Love being the boss
- I can't find any other job using my degree that would have more balance between personal life/work.
- Co Workers
- I enjoy helping others, however that benefit only goes so far.
- Opportunity for growth
- Growth within the company that results in a higher salary and a 40 hour work week
- Salary
- Promotion to a position I truly love.
- i enjoy it and advance in it
- Salary/Promotions
- I love what I do, and the place I am at and the membership
- I love this industry of everyday is different and always meetings new people.
- advancement opportunities
- I love what I do!
- promotional growth, salary, compatibility with that point in my life, pleasant work environment
- I moved to a different area of sales such as conference management, rather than off-premise catering
- job security
- the people I work with, good salary, benefits, career growth
- I really do love the hospitality industry. I wish I could go back to working on the front line and really interacting with the guests every day, rather than being stuck behind a desk with all the paperwork.
• Promotion
• Money, Connections, Enjoyment
• I enjoy the perks to my job and the lifestyle that it affords me - lots of vacation time - easy to raise a family
• enjoy it
• I am still looking for a job that fits me
• Significant pay raise.
• I have not been hired anywhere else.
• I highly enjoy the satisfaction I get from providing the highest quality of customer service I can.
• Company continues to grow, very reasonable work/life balance, great pay and benefits.
• It provides me with ample growth and learning opportunities
• of learning/promotion opportunities and fulfilling interpersonal interactions.
• I enjoy the people and the organization I work for. Everyone within this company is willing to help you and have opened their arms to me on my new hire.

3. The least desirable trait of my career is:
• Long hours and stress
• Human Resources issues
• telling guests that we don't have a room for them when they have a reservation.
• Hours- no time of family.
• Stress
• Hours
• Travel
• Long Hours
• The high level of workload.
• The long hours required in my position.
• I have to teach the PM section of the restaurant lab
• some of the bureaucratic b.s. that gets in the way of serving our customers
• that my position tends to be the scapegoat for those not wanting to be accountable for their areas
• only one avenue for upward mobility that I am not interested in.
• Being measured every week by a sales number.
• Lack of management skills
• Always working
• Crazy Hours. No set schedule. Open one day, close the next, mid the day after
• Overworked
• The amount of hours that are necessary.
• It's a 24/7 operation. It's difficult to get switched off.......although it's the perpetual adrenalin rush that keeps your passion alive!
• Long hours and not enough pay.
• The hours and workload.
• That it's economy driven and expensive.
• Office time
• Too repetitive
• very hectic
• is doing budgets for conferences.
• the inconsistency
• Working with crazy people
• Less time from family.
• Long hours
• Redundancy
• FAMILY OWNED
• expecting high performance from employees and not receiving it
• Irate guests.
• long hours-barely any family time
• Dealing with rude customers.
• Evenings, weekends, holidays! I work while everyone else gets to play.
• the lack of job benefits.
• Employees that don't have the same desire I do.
• Putting up with people that do not care about there about job. The "drama."
• travel away from home
• 80+ hours/week
• Sometimes long hours and a heavy workload
• long hours
• long hours at times
• that hotels are 24 hours, so the work never stops
• the management team I work with
• I'm on call 24/7.
• Long hours, low pay, working nights, holidays and weekends.
• Collecting rents
• Disgruntled guests and having to handle complaints.
• stress level and demands of clients/superiors
• dealing with idiots who want a free lunch
• Great deal of travel at certain times
• Salary.
• nights and weekends.
• Low increase in pay per position. Climbing the corporate ladder in HRI industry has 5-12% increases per promotion. Depending on how long the company requires you to be in a position before applying for the promotion this is a much slower growth rate than other industries that many of my college peers were in. While they may have fewer job changes and less
promotions, when they do get a promotion their increase in pay and benefits are much higher than our industry. While staying with one company is always used as examples by the execs of all the major companies, you see people leaving one brand/company to go to another and then coming back or again switching the 3rd. While higher management frowns on this, these individuals have the highest salaries and best benefits.

- Nothing
- struggle to balance work & personal life as well as keeping on top of trends & tactics for growing sales.
- the position is not highly thought of by many people.
- currently, it’s the uncertainty of the economy as I work in Operations Planning and development. While I've assumed other responsibilities within the organization, my passion is in Operations Planning.
- Political context that can impact work decisions.
- finding help. It's very difficult to find good help, especially in a college town. No one wants to take any responsibility for their job.
- Dealing with difficult people
- Broad job scope
- Hours can be random and long.
- long hours, holidays, & weekend work
- The hours and schedule.
- Firing employees when necessary.
- Lack of promotion and steady increase in pay. Bad hours and lack of overall respect.
- The customer is always right and I'm always wrong.
- hours
- The schedule/work load.
- Bad Customers
- Hours
- Long hours high stress of responsibility
- The hours, managers are required to work at least 50 hours a week. The hospitality industry need to focus on changing the culture from under paid and over worked.
- The hours
- Long hours.
- working weekends
- Workload/Goals
- hours can be long and working weekends at times
- The amount of hours I have to work to get the job done.
- Hours/workload
- Hours, difficult people.
- salary, health benefits
- The hours and the high-end clients
• the workload never lessens.
• Lack of job advancement
• Long hours at times
• Stress
• sometimes it can be very routine and mindless
• workload
• Currently working the overnight shift
• People who don't play well with others.
• It is not challenging.
• long hours and currently traveling
• Having to work many weekends and miss family events.
• The hours
• lower wages than comparable jobs in other fields.
• traveling 90% of the time and being away from a home base.

4. The most desirable trait of my career is:
• The opportunity to meet and work with people from all over the world
• I am respected
• being able to make peoples trip experience
• The people and the challenge.
• Meeting people
• Challenges
• Training others
• People
• The opportunity to make a company better.
• The opportunity to develop and lead employees.
• I teach the future of the hospitality industry and I work with amazing colleagues!
• Normal hours, great learning environment
• seeing people enjoy our food
• the fact that I make a difference in someone’s life every single day
• It's a living.
• The ability to create my own scheduled and determine my own day.
• People skills
• Making a difference
• People Skills
• can be fun
• It is always something different, challenging.
• Every day is different and exciting! To explore the world and broaden your horizons as a traveler and as a leader of a reputed hospitality organization.
• Interaction with people.
• The "Thank You"s that I receive on an almost daily basis.
• The benefits.
• Making a difference in others lives
• Sometimes extremely challenging
• good people I work with
• Travel to different cities for conferences.
• Travel
• Working with wonderful people
• Flexible to write my own schedule.
• accomplishment after a difficult task
• Flexibility
• NO TWO DAYS ARE THE SAME
• compliments from guests
• Having the ability to meet and exceed expectations and leave an impact on guests who stay at my property.
• Always something new.
• I get to facilitate a good time. We aren't saving lives here so there is a lack of seriousness to it although I still take it very seriously while still having fun (most of the time!)
• enjoying my work and getting along with co-workers.
• Caring for customers
• The money isn't bad.
• challenging
• Respect amongst my peers
• I get to work with people and each day is unique and I am constantly learning
• making some one have a better day
• get to do many things I like to do
• traveling
• being able to work in/with several departments
• I don't work in an office. I work face to face with customers. Everyday is different.
• Freedom and the ability to lead people. Lots of responsibility
• Helping people find a home
• benefits of the company and affluent contacts
• creating a positive lasting memory for customers
• Flexibility and ability to see different parts of the world.
• Flexibility.
• organizational skills, creativity, meeting new people.
• I have worked for a major hotel chain since June of 08' and had 3 different jobs. All were promotions, I have enjoyed each position and learned a lot about sales for the hotel industries. While I started at a much higher salary than what I was told to expect during my 4 years in school, bonus and non-bonus positions differ within the industry. The company I have worked for has been very loyal to the employees which I like the most
- Networking
- Opportunity to be creative & do something I enjoy as well as potential growth within my company.
- I continue to learn.
- forward thinking and planning.
- Creates opportunities for others.
- everyday is different
- Working with great people
- schedule
- Time flexibility
- The opportunity to advance with the company.
- Interaction with people & diversity
- The energy and excitement of my job is one of a kind!!
- Working with guests on a daily basis.
- Working with a lot of different people and the lack of monotony.
- As is in the Marriott Vacation Club International Mission Statement "To create an awesome vacation experience" and I really believe that statement.
- status and pay
- Creating positive, memorable experiences for out-of-town conference participants when they attend a conference at ISU - being a helpful and welcoming representative of Ames and ISU to thousands of people
- Good Customers
- Different every day
- interaction with others, hands on
- The instant gratification of taking care of people.
- Bonus
- As a new manager, I find that I get the most out of inspiring others to take pride in their work.
- learning about wine
- Schedule
- always something different and I don't sit in front of a computer all day or at a desk all day. wonderful environment that most would kill for .
- Building relationships
- Creating an event from start to finish.
- travel, voice being heard, contributing to the team
- Restaurant Privileges
- i interact with many wonderful associates.
- Flexibility of hours, work environment.
- flexibility
- Tangible results from hard work and creativity.
- I get the chance to travel to nice locations and the people that I work with are always nice
• working remote
• Flexible Scheduling
• Helping businesses see some success.
• Guest interaction.
• being able to train and put my knowledge to good use
• Social aspect - both with staff and guests.
• The learning opportunities and excitement of learning new and different things every day. I am constantly challenged
• the combination of analytical and business oriented responsibilities and interpersonal/social interactions.
• working with customer and making changes happen
APPENDIX H. QUALITATIVE RESPONSES FOR HOSPITALITY GRADUATES THAT HAVE LEFT THE HOSPITALITY INDUSTRY

1. I left my career in the hospitality/tourism industry because:
   - hours not conducive to family
   - Left college and went to Engineering. No previous career in hospitality.
   - I wanted to do something else with my life after 14 years in foodservice
   - I was laid off as a travel agent due to the economy. As the newest member of the agency, I did not have a client base yet and was let go due to be the newest.
   - The pay was too low for the responsibility that was required.
   - I decided to go to law school.
   - Even though I had 9 years with the company, I didn't have tenor in the department. I would have been next to have been laid off. (Out of 21 in our department, there were 5 of us left - I was to be next)
   - It was incompatible with my schedule as a husband and father.
   - Too many hours for not enough money
   - of the unusual work hours- evenings and weekends, always on call, always had to be accessible
   - I wanted to have a job that was more global in scale (rather than just what occurred inside a hotel building.)
   - Extremely stressful working conditions. No time for family.
   - Poorly trained, under-educated supervisors and misplaced priorities. On average, corporations did not want to hear innovative ideas and did not treat their employees as assets.
   - Did not have enough experience to use my degree after graduation effectively
   - I got promoted into policy and advocacy work at the non-profit I'm working for.
   - The hours were long and were not conducive to having a family. Marriott expects it's managers to work 50 hours per week. With those hours, I would never see my children.
   - I did not enjoy the hours or the pay starting out. I went into Sales where I was able to make 3 times the amount of money and work M-F 9 to 5
   - I wanted to have a family and didn't want to be on call 24 hrs. a day. Also with the downturn in the economy customers expectations began to get out of line
   - I could not find a permanent job with decent pay. I do work part time for Everclean service. I perform sanitation audits on restaurant chains. It is a good part time job, but other then pay, and mileage, there is not anything else which comes with the job and no job security.
   - low compensation, tough work schedule
   - The hours, I wanted to continue my education
   - Wanted a job with better hours.
   - No future for advancement and the position I was in did not pay enough.
• I was salaried and working over 80 hours a week in which my student workers ended up making more per hour than I was and I was having a baby so I couldn't keep up that schedule
• I was let go from a sales position in a hotel. However I was looking to go back in the nonprofit industry in which I had been working in prior to moving to Fort Collins, CO.
• Family reasons conflicting with the hours of my job
• I was not respected as a college graduate. I was placed at the low end of the pay scale and entered in the work force as if I never had any experience. It seemed to me that most people regarded the HRIM major as worthless, or not needed because our field is based more upon experience than education. I was treated like I knew nothing, when in fact I knew more than my supervisors. They would never listen to me when I tried to discuss new ideas or updated safety precautions, because they had been through it before, and they knew what the people wanted.
• The long hours and working weekends no longer worked with the goals I had for myself or family. I did not see the future I knew I could obtain.
• Long hours and no room for real growth. Didn't fit well with parenthood.
• I did not enjoy the industry. It was not what I wanted to do for my career.
• Burnout mainly - time for a change.
• I was sick of working every night, weekend, and holiday for 10 years
• My heart wasn't in it. Didn't feel like I was making a difference in the world/my community. In relation to ski resorts- the environmental impact at these places is devastating. Management of these large companies only promote the 'green image' because they have to avoid criticism and it helps business. Frustrating and sad, no thanks!
• It was offered a very low pay with long hours and not enough resources. They also overworked my particular position.
• It seemed that ever boss I had was promoted because of seniority or favoritism but not ability. I need to work for someone I respect.
• My family moved overseas and I did not have a work visa in that country. We decided that I would be a stay at home mom.
• Started a family, and my contract was at an end
• I was laid off due to the economy.
• I wasn't passionate about it. I was working as a Sales person and had a chance to become a Sales Manager, but it wasn't something I was interested in. I didn't believe in the product, so it was hard to sell to prospective clients. I worked in the industry for about one year after college.

2. If I were to return to the hospitality/tourism industry, it would be because:
• prior experience
• The right opportunity presented itself.
• I've lost everything and have nowhere else to turn to, or maybe because I retire and need a little extra income - or perhaps that I become incredibly
successful at poker and desire to own a brewery and restaurant (but not work in it)
• I could find a job that I enjoyed and more stable.
• I missed the people and the hotel would pay a reasonable salary/hourly pay.
• I miss it quite a bit.
• The economy has regained some footing; hospitality can once again thrive. At this time, no one "needs" a vacation. There are many other needs (housing, medical care, food, insurance etc) that are required to live.
• I was out of work and unable to secure a new job within my current work field.
• I was paid much more and the prestige
• I was given flexibility in my schedule
• I miss the excitement of the hospitality industry as well as the interaction with all kinds of people on a daily basis.
• I needed to support my family.
• I would own my own bar and grill
• It would be as an in-house legal position
• I needed a job.
• Of the increased pay I would receive relative to what I am making now in public education.
• I was able to get a good solid salary and would not be stuck working weekends or too many evenings.
• We moved to a bigger city with more opportunities
• I was let go from my current job or I become fed up with the current job. Or, a better offer comes along with pay and benefits.
• to be in a position which makes the same amount of money as my current job.
• I like it, I want to but in education
• Not sure if I would
• Only if I could work day hours would I return. Also if the pay/benefits were better than my current job.
• I did like it and would like to go back, but can't do the crazy hours that I had been
• I will probably not return directly to the hospitality industry. I enjoy the nonprofit world and feel working in the fundraising and event management side of the nonprofit industry utilizes my degree and gives me the quality of life that I was missing while working in the hospitality industry.
• Higher Salary
• I loved my career, but I love my family more
• I am able to use my degree in someway, and get respected for it.
• I was an owner of that particular establishment
• I need a job.
• I would not, I love what I'm doing now.
• I did not have an opportunity doing what I do now.
NEVER
Lack of other jobs.
They offered a higher salary; and it would be in event planning that has great co-workers working towards the same goal.
I found a good job with good people that has regular hours or I own my own hotel.
When my kids are a bit older, I plan to go back to work.
I would prefer being self-employed have opportunities to meet with different people challenges
My kids were old enough to be in school
I found a career path with better life/work balance and a higher salary.
I could work in the hotel spa. I went back and got my esthetician license and love the work I do.

3. The least desirable trait of my career in the hospitality/tourism industry was:
   - The hours, pay, lack of benefits and work environments in the foodservice industry
   - Treatment by management. The owner of the agency was only an owner due to the travel benefits of owning an agency. She did not care for her employees or treat them very well. The stress level was also something undesirable. If I were to spell a name wrong on an airline ticket by just one letter, that person may not be able to board the plane to take their trip. Also, planning vacations to areas I have not visited were also stressful. Knowing about a location and actually visiting there to see the conditions of the hotel are two different things.
   - Too many hours!!! not enough pay!!
   - Long, late hours.
   - The hours - now that I have a family, it is NOT conducive to work 12-14 hours a day 6-7 days a week.
   - Non-flexible workweek and the routine nature of the work itself. Working evenings, weekends and holidays. Duration of workweek was often more than 60 hours per week with no additional form of compensation beyond salary (at every place I was a manager).
   - 7 days per week schedule
   - always had to be reachable by clients- cell phone calls and emails even when on vacation were expected to be answered and responded to- never a down time
   - Never knowing if I had Christmas off until the week or two before! It was hard to plan and spend time with friends and family that didn't work in the hospitality industry.
   - The hours
   - Poor character of peers.
   - Bad Managers
   - low pay
• The lack of politeness in guests.
• Working overnights, weekends, and holidays.
• The hours
• Always working when others are playing. IE, weekends, holidays: the big one being Thanksgiving.
• low pay
• The hours
• Hours
• Hours (time of work during the day) and pay cap.
• terrible hours, late nights and weekends
• The hours, lack of benefits, and at my last position, I had a general manager who was very difficult to respect and work for.
• Work Hours
• Hours, working holidays and weekends
• That our industry is largely based upon experience rather than education. An education means nothing to them because hardly anyone has any sort of education past high school.
• The low pay for the long hours worked
• I didn't enjoy going to work every day. I had no interest in what I was doing.
• long hours little respect for work done well.
• the schedule
• you become a punching bag to disgruntled guests.
• Working with a shortage of staff and disgruntle employees.
• Hours and management
• Odd hours.
• working with kids
• working schedule working hours
• Corporate.

4. The most desirable trait of my career in the hospitality/tourism industry was:
• The comradery on the kitchen line and tangible product at the end of each day (federal work is much more esoteric than foodservice)
• I loved being able to plan trips for people that they are going to remember for the rest of their lives.
• I liked working with people.
• The social aspect of working with people.
• Taking care of the guest and seeing a project, event, reservation, training assignment from conception to end. The results were amazing.
• Interpersonal interaction.
• Status
• meeting and working with great people
• I had the opportunity to work overseas.
• The social environment, the action.
• Positively impacting the lives of large numbers of employees and competition with other restaurants.
• Work colleagues and tourist interaction
• the excitement
• Every day was different.
• working with people, helpings people who needed my help.
• the people that i encountered and was able to meet
• Working with other people and seeing them enjoy my product, whether it be food, service or I helped a lady clean rooms for one of my ISU classes, she talked about how much help I was for a long time with the other students.
• dealing with different people all the time
• Working with people from all over the world
• The people and the challenges
• Meeting a lot of new people and learning new industry trends.
• My husband has had to move around quite a bit to pursue his education and career so I really enjoyed that it was relatively easy for me to transfer within a company or even find a new position when we had to move.
• Location to work
• The joy I got from my job and the challenge
• That I really felt like I knew what I was doing, I learned a lot from our program. I wished I could of used it more. I also like being able to have a much higher appreciation for food and hospitality in my own life.
• Assisting someone in need and providing a service that made someone smile
• It was fun, always changing atmosphere.
• Meeting interesting people.
• Growing my restaurants
• managing people
• Good camaraderie with co-workers, fun.
• There was never a dull moment; each day consistent of different challenges even though many were overbearing for one manager to handle.
• Fast-paced, different every day, fun working with customers, travel options
• Connections in the industry meant we ate at lots of great restaurants for free.
• The schedule was very flexible and I loved to teach
• Meeting a lot of people.