

**Investigating the Work Attitude Differences of
Younger Generations in North Cyprus Hospitality
Industry**

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ABSTRACT

This study mainly focuses on the differences between the younger generations, generation Y which was born between 1985 – 1994 and generation Z cohort which was born after 1995 on their attitudes towards work.

Different constructs of work attitudes has been measured and the results reveal the significant differences in work attitude of younger generations. There are significant differences in all constructs of work attitude, except for training and development perception, further excavation of these differences reveals valuable results, which human resource managers are trying to maximize in their organizations. Generation Z, has rated significantly lower than their previous generation on job satisfaction, perceived employability engagement, organizational citizenship behavior, perceived fairness, perception of rewards and recognition, perceived job security. The youngest generation is less committed to their organizations and has high intentions to quit and switch jobs compared to their previous generation, despite their high perception of organizational and supervisory supports.

Keywords: Generation Z, Generation Y, Generational Differences, Work related Attitude, Tourism Industry, HRM

ÖZ

Bu çalışma, genel olarak 1985-1994 arası doğumlulardan oluşan Y nesli ile 1995 ve sonrası doğumluları kapsayan Z neslinin iş hayatındaki davranış farklılıklarına odaklanmıştır.

İş yaşamındaki farklı yapılar ölçülmüş ve sonuçların yeni neslin iş hayatında anlamlı farklılıklar gösterdiği sonucuna varılmıştır. Eğitim ile gelişimin algılanması dışında iş hayatındaki tüm yapılarda anlamlı farklılıklar ölçülmüştür. Bu farklılıkların sonuçlarının insan kaynakları müdürleri tarafından örgütlerin yapılanmasına katkılarının olacağı da vurgulanmaktadır. Kendilerinden önceki nesille karşılaştırıldığında, Z neslinin iş tatmini, algılanan istihdam edilebilme vaadı, örgütsel tabiyet davranışı, algılanan iş güvenliği gibi algılarda daha düşük oranda sonuçlar verdiği bulgularda ortaya çıkmıştır. Son neslin ise çalıştığı kurumlara bağlılığının bir önceki nesilden daha düşük, işten ayrılma eğilimi ve iş değiştirme gibi konularda ise daha yüksek olduğu ve örgütsel ve yönetsel desteğin hakir görüldüğü bulgularına varılmıştır.

Anahtar Kelimeler: Z Nesli, Y Nesli, İşle ilgili davranışlar, turizm endüstrisi, İKM

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Chapter 1

INTRODUCTION

This section facilitates information on the research philosophy, objectives of the research, and the research contribution to the body of literature and to the management in hospitality industry, in Northern Cyprus. Moreover, methodology and outline of the study are discussed in this section after an introduction to study.

1.1 Introduction to Study

Hospitality is the interaction among the host and guests, or practice of being hospitable. It includes the reception and entertainment of guests, visitors, or strangers. Tourism industry by its nature makes the necessity of employees especially those in front lines to be hospitable, in order to convey the positive attitude towards the guest. Employee especially those in the front line, is an important part of the experience delivered to the customer. According to International Labor Organization (Recommendation No.179 on working conditions, hotels and restaurants) over two hundred million people are estimated to be working in the tourism industry around the globe, of which half are workers under age 25. The hospitality industry is a wide range of category of fields within the service industry that includes welcoming, lodging, food and beverage services, and additional fields within the tourism industry. This industry is a several billions of dollar business that mostly depends on the availability of leisure time and disposable income worldwide. A hospitality unit such as a restaurant, hotel, or even a small café consists of multiple groups such as facility maintenance, direct day to day and

overall operations (servers, housekeeping, kitchen workers, management, marketing, and human resources etc.).

What makes it challenging for managers, are the perception of employees specially the front line ones in the hospitality section, these perceptions are characterized by level of commitment to the organization, job satisfaction levels and stresses caused by jobs. Being labor intensive, the hospitality industry is certainly affected by each one of these constructs (Belhassen & Shani, 2013).

By retiring of early generation X'ers and entering of new generation so called, Y'ers and Z'ers to the work place, organization's demographic on age is changing, which brings to consideration the differences between the generations in the workplace.

Entering into the work place in large numbers by generation Y'ers, followed by Z'ers many researchers believes that there are differences not only from previous genders but also from each other, as their attitude is constructed by different drives and events (Josiam et al., 2011). Scholars use beginning birth dates of late 1970s, or early 1980s to the mid-1990s (decades), for Y Generation demographic group, following by Generation Z'ers born in mid-1990s.

According to a research by Bank of American's Trends in Consumer 2014 report, the youngest generation, ages 18 – 24, view their cell phones as the most important essence to their daily life (96%) even more than internet itself (88%), surprisingly the list follows by deodorant and toothbrushes.

Generation Z would rather watch or listen to streaming media on demand than traditional TV, they rarely use Emails as they believe it is too slow, and 79% of them showed signs of distress when they were unable to access a social networking sites. (ChildWISE Monitor, 2014)

As their presence in the market, it is essential for educators and managers to gain deeper understanding to their mindset.

Having more than 132 active hotels and resorts, Northern Cyprus is expecting the arrivals of more than a million visitors on the coming year, hotels and resorts usually select their shortage of human labors in high seasons out of the young mostly untrained college students, working as extra workers, along with the other formal employees. There is no argument that workspaces include employees with a wide range of age, generational demography and attitudes, on the other hand, the entrance of a large number of Z'ers with their attitude soon shaping the workplaces and even how the work is done itself.

1.2 Research Philosophy

It is essential to have a better comprehension of generational differences in hospitality section in northern Cyprus as there have been few studies on generations in the industry. This study mainly focuses on the understanding of main differences between generations Y and Z on their attitude towards work. It is argued that attitude is being shaped in the mindset of a person during the whole life-time experiences, and work is considered as a general and complicated concept that involves the regards of definite intrinsic and extrinsic constructs eg. Commitment and motivation (Wollack, et al., 1971).

Work attitude before entering a job might be as important, although the attitude may not remain the same in time its importance of study, is a great help for the managers to make sure every interviewee fit in with the existing position. It may achieve by hiring the similar personality types. Besides hiring, retaining and motivating young workers, has been a challenge for managers. There has always been a need for studying the generations to understand the unavoidable differences at

workforce, and develop management strategies and styles which can increase employee's morale and productivity.

1.3 Aims and Objectives

As there is no clear understanding of work attitude among different demographics, the study wish to firstly review the current literature related to generation and generational differences, work attitude, job satisfaction, work involvement, work values and ethics and also motivations for work.

Secondly, the study determines the attitude to work of generation Z in comparison to the earlier generation who are active in hospitality industry using multiple measures.

Thirdly, recommendations based on this study's finding will be provided addressing the managers specially those of human resource.

Research Questions:

1. What are the main differences between generations Y and Z in their attitude toward work?
2. What is the level of Job satisfaction of generation Z in the hospitality industry comparing to their earlier Generation Y?
3. How committed are generation Z and Y workers towards their organization?
4. How engaged are generation Z and Y employees of the hospitality industry at work?
5. What is the perception of generation Z and Y in receiving support from the organization in hospitality industry?
6. What is the level of organizational citizenship behaviors in generation Z and Y hospitality workers?

7. Do generation Z intends to quit or switch their jobs in comparison with their earlier generation?

1.4 Contribution of the Thesis

The importance of managing and working with people from different generational cohort in the organization, made researchers and human resource specialists interested in the topic. Although this difference widely reflected in the press and public media, it is subjected to be relatively little empirical evaluation and literature, thus the study mainly contributes to the literature on generational differences at work attitudes. Understanding differences amongst the generations might be a tool for managers to be used for a more employee productivity, innovation and corporate citizenship (Kupperschmidt, 2000)

Secondly, each culture has a unique event(s) that has direct effect on the generational characteristic, like the war on Iraq and the events afterwards which had a worldwide effect. The research of a kind may have a different result on different culture. As of my knowledge, the current study will be the first to examine the generational differences among Y'ers and Z'ers at work in northern Cyprus in the hospitality industry, which had its own historical and cultural events and crisis during the birth and raise of the two later generations.

1.5 Proposed Methodology

This quantitative study develops a survey research with the use of questionnaire to enables the comparisons between groups as this research main aim is to compares the two generation Z and Y attitudes toward work.

Study will take an adaptive approach a subsequent study for Solnet and Kralj (2011) "Generational Differences in Work Attitudes: Evidence from the Hospitality Industry".

The self-managed questionnaire served as central tool to examine the differences in attitudes toward work, because of the time limitation cross-sectional survey was applied.

Questionnaires have been distributed to the respondent during their break time on the job from three different hotels in each three different cities of northern Cyprus, naming Nicosia, Kyrenia and Famagusta.

Process of the collected data has been analyzed by mean of the Statistical Package for the Social Sciences (SPSS) version 20.0. The analysis was developed in order to achieve the research objectives.

1.6 Outline of the Study

This study contains 6 different sections. First chapter sights on general data related to the philosophy of the research and purpose of the study. Data regarding the contribution of the thesis to the literature and management, and proposed methodology is demonstrated.

Chapter 2 provides theoretical framework. It includes the explanation of generations, generational differences, and dimensions of work attitude such as work value, intrinsic and extrinsic values, work involvement and job satisfaction.

Chapter 3 contains the information on the research methodology, focusing to sampling issues, data collection, and questionnaire formation and development. Additionally, data analysis is explained.

Chapter 4 describes the outcomes of the study, specially focuses on the differences between the generations.

Discussion of the empirical findings is provided in chapter 5.

The last Chapter includes implication for managers specially those of human resource, and also for practitioners and a guide for future researches.

Chapter 2

LITERATURE REVIEW

This Chapter consists of a short review of Northern Cyprus and the latest tourism statistics as well as literature review regarding the multi-dimension of work attitude and generational differences, and a brief overview of the previous studies on history of job satisfaction.

2.1 Northern Cyprus

Cyprus is the 3rd largest island lying in the eastern basin of the Mediterranean Sea. Geopolitically the island has been divided into four parts: Turkish Republic of Northern Cyprus, administrated by Turks, Republic of Cyprus administered by Greeks, the United Nation controlled buffer zone that separates the north and the south and two bases under British sovereignty.

Northern Cyprus populating 286257 residents (TRNC State Planning Organization, 2011), covers the area of 3,355 square Kilometers neighboring Turkey from the north, Syria to the east and Egypt to the south.



Figure 1. Map of Cyprus

Northern Cyprus is divided into five administrative divisions:

- Lefkoşa (Nicosia)
- Gazimağusa (Famagusta)
- Girne (Kyrenia)
- Güzelyurt (Omorfo)
- İskele (Trikomo)



Figure 2. Map of districts in Northern Cyprus

Tourism industry in Cyprus has been significantly influenced as a result of political instability and the conflicts since 1963 (Altinay et al., 2002).

However over the past decades, North Cyprus paced to develop tourism industry as the leading sector in the economic development. Ever since, hotels has been renewed, constructed and competed in the market. According to the Tourism and Planning Office (2014) there are 132 active hotels and resorts with total number of 19346 beds in all five different districts of North Cyprus (Table1)

Table 1. The quantity of facilities in northern Cyprus. Source: Tourism and Planning Office (2014) website

Province	Facilities	No. of Beds
Kyrenia	89	13237
Famagusta	8	1419
Iskele	27	3762
Nicosia	4	802
Omorfo	4	126
Total	132	19346

Table 2. Quantity of accommodations by its rating. Source: Tourism and Planning Office (2014) website

Rates of accommodation	No. of Accommodation	No. of Beds
5 star hotels	17	10344
4 star hotels	4	1346
3 star hotels	10	1926
2 star hotels	17	1270
1 star hotels	18	663
II Class TK	5	862
Boutique hotels	5	486
Special certified hotel	1	34
Touristic bungalow	29	1627
Apartment Hotel	2	96
Regional Home	3	96
Tourist Housing	1	102
Tourist Inns	17	218
Not Classified Yet	2	168
Under Construction	1	108
Facilities		
Total	132	19346

These facilities hosted 309310 total number of arrival tourists to the region from January to June 2014, the number shows a %7.8 increase in tourist arrivals compared to the same period of time in 2013.

Table 3. Tourists arrivals in North Cyprus. Source: Tourism and Planning Office (2014) website

Month	2013	2014	%
January	65549	72112	10
February	85796	89265	4
March	89615	92087	2.8
April	98597	109818	11.4
May	104603	120854	15.5
June	121418	125474	3.3
July	565578	609610	7.8

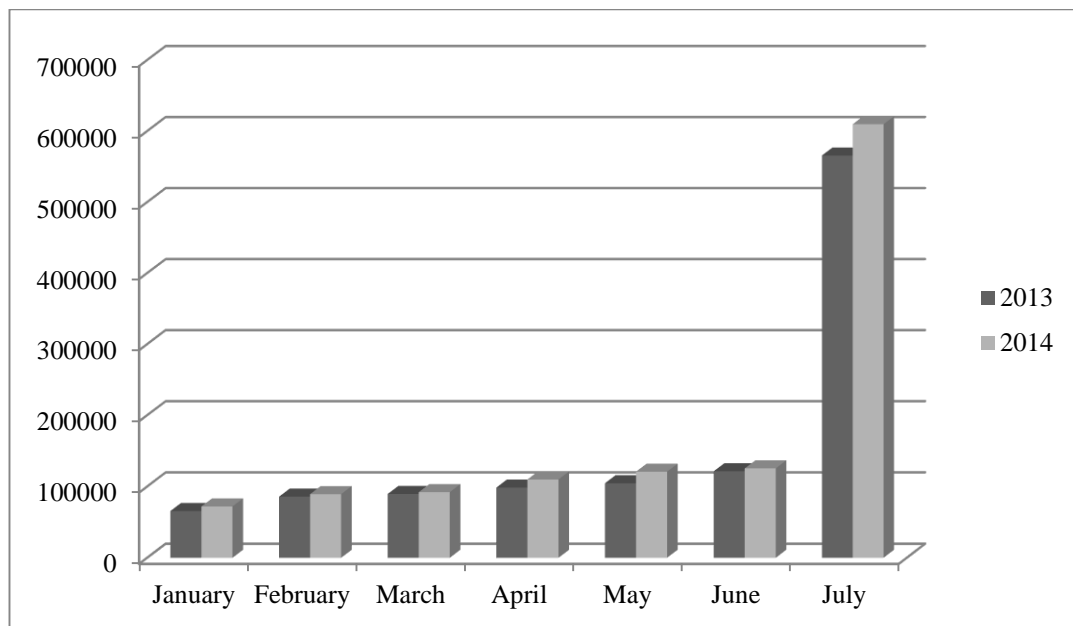


Figure 3. Comparison of tourists arrivals in 2013 and 2014. Source: Tourism and Planning Office (2014) website (www.devplan.org)

Sea, sun and sand in northern part and the existence of a rich tradition and culture in local food industry, restaurants and cafés is now an emerging new market for European tourists seeking holiday, in the increasing demand in tourism industry, managers need to highlight the importance of service quality and staffing in building a competitive advantage to provide a professional service by means of trained employees.

2.2 Generations

Generation is a demographic categorization of a similarly aged group of people who experienced and shared common historical backgrounds during their important stages of their lives. The definition of the term generations has expanded in time, Mannheim (1952) describes generations by historical and social events happened to a particular set of ages which constructs society. Ryder (1965) suggests generations as an 'aggregate of individuals who experienced the same event within the same time interval'. These experiences conceived during life distinguish between two generations (Jurkiewicz & Brown, 1998).

Definition of generations has been widely used in recent studies in which generation is 'an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages' (Solnet and Kralj, 2011). Summarizing the studies of generations done by the scholars we may say generation is a group of individuals, who are almost at the same age, share the same experiences and during their key periods of lives they have been influenced by the same historical events.

2.3 Theory of Generations

Theory of generations (or sociology of generations is a theory coined by Karl Mannheim in 1923. His description of the generation is "the most systematic and fully developed" and even "the seminal theoretical treatment of generations as a sociological phenomenon" (Pilcher, 1994). Mannheim's theory (1923) explains generations as, people who are significantly influenced by the socio-historical environment (in particular, notable events that involve them actively) that predominates their youth, forms on the basis of those experiences, social generations

that in turn became agents of change and give rise to events that shape future generations (Pilcher, 1994).

Generational theory explains that the era in which a person was born and raised affects the development of their view of the world. Human-being value systems is shaped in the first decade or so of his/her lives, families, friends, society and community, significant events and the general era in which the person is born.

Mannheim (1923) explained that a generation is a social location that has the potential to affect an individual's consciousness in much the same way as social class or culture does. "Individuals who belong to the same generation, who share the same year of birth, are endowed, to that extent, with a common location in the historical dimension of the social process" (Mannheim, 1923), Generational theory is more of a sociological, than psychological theory. It does not claim to be able to explain the individual actions of individuals, and it's not able to predict an individual's behavior (Pilcher, 1994). But, combined with personality profiles, understanding of gender, culture, religion, race, etc, it can be a very handful additional "layer" or "lens" of analysis of people's behavior drivers (Mannheim, 1952), which makes this theory suitable for the purpose of this research.

2.4 Classification of Generations

2.4.1 Traditionalists

Born between 1922 and 1945 traditionalists also known as the silent generation is retired, who led or continue leading the organizations. They form 5% of Northern Cyprus society, raise their children while there was a conflict between Turks and Greeks and they have fought in the war (Turkish Republic of Northern Cyprus State Planning Organization, 2011). The general attributes of this generation

might be discipline, a dislike for more conflicts and disability to adapt to technological advancement.

2.4.2 Baby Boomers

This demographic group was born between 1946 and 1964; they have many holdings and positions, such as organization leaders, executives and top managers. This skilled labor group shape 17% of the Northern Cyprus society, and most of them are going to be retired within the next decade. Kane (2010) emphasizes their loss to impact dramatically the workplace. They are generally considered as extremely hardworking, they define themselves by their professional accomplishments, career focused and they have a strong ethic towards work and their organization. They are motivated by position, and prestige. (Kane, 2010)

2.4.3 Generation X

Born between 1965 to mid1980, this generation is actively working for years in organizations. They are 30% of Northern Cyprus population, it is assumed that they are more educated than the Boomers, and they had the opportunity to interact with other cultures and societies (Kane, 2010).

It is widely discussed that work is not in their most important list of their lives. They would rather to work for themselves than for others (Hays, 1999) which would give human resource manager a big problem.

Women were entering to the workforce in group while this group within this generation, which resulted in children being home, without their mother being around. Despite of this the term helicopter parenting has been coined for earlier X'ers of this demographic group, as they are hovering around their children all the time. (Alsop 2008).

2.4.4 Generation Y

Generation Y or the Millennials, has been born between years 1979 and 1994 (Smola and Sutton 2002), McCrindle Research Center defines this generation as those that born between 1980–1994, although there is no exact date or an agreement amongst researchers on the dates they were born, it is mostly accepted the mid 1980 to the mid 1990 to be called Generation Y. they are known to be the most confident generation (Glass, 2007). Researchers believe Y'ers are impatient, they are self-important, and disloyal, they have no ethic at work (Howe and Strauss 2007; Jacobson 2007; Hill et al., 2008). Managers may need to revise their rules and policies to be able to utilize this generation's ability (Gursoy et al. 2008). Unlike their previous generation they would like to have flexible office hours, and they have high expectations of employers; Y'ers enjoy challenges and problems, they seems to have no trouble to question authorities (Kane, 2010). Y'ers form 22% of Northern Cyprus society, they have been brought up while the Cyprus talk on peace was holding, and they experienced their first votes on Annan Plan for a united Cyprus.

2.4.5 Generation Z

Experts and scholars do not agree on the exact date Generation Z was born. There are arguments that members of this demographic group were born as early as 1991 and as late as 2001 (Hawkins & Schmidt, 2008), while others believes that they were born after 1995 till present (Walliker, 2008). What is obvious is they are different in many factors from their earlier generation and that's the exclusive era this generation is being raised in.

Most of generation Z parents were born in the 1960s and 1970s. Their parents would see the world as a dangerous place and they did not want to see their child to

make same mistakes as they did. This generation has been watched closely while they play, which may result in the lack of independence in the problem solving.

Their childhood has been exposed to technology from their early years of their lives, they have never known life without internet or smart phones, most of them has been signed to social networks in the early stages, they have friends globally and they are aware what is happening in the world. They are familiar to search for their needed data online. They were around 10 years old when 9/11 attacks happened, continuing with the war on Iraq and Afghanistan.

Generation Z comprises 26% of Northern Cyprus society. They are just entering the work environment, and they will bring their own attitudes and values to the organizations.

2.5 Generations and Attitude

Generations are made of individuals affected by common historical and cultural events that happen during key developmental periods of life (Twenge 2000; Noble and Schewe 2003). This may finally leads to a common formation of memories (Dencker et al. 2008). Caspi et al. (2005) hypothesized that these collective memories such as social, cultural and historical constructs along with other factors impacts individual's attitudes, personal characteristics and values.

It is notable that these experiences and historical events and cultures vary greatly on location of the individual. Obviously, the historical or the cultural event this generation grows up in Cyprus in 1970s is different in many ways of those who experienced life in the same period of time in the USA.

Press and media discuss the existence of differences in work attitude of generation, and we assume the academic researches to support this gap, despite the

media, researchers suggest the differences in work attitude to be sparse and mixed (Kowske et al. 2010).

2.6 Work Attitude

Attitude has been defined as a psychological term which explains an individual direct towards a positive or negative expression (Eagly & Chaiken, 1993). A person's attitude will drive him/her towards one certain way of behaving instead of another due to the experiences gained from the past. (Cooper & Croyle, 1984).

It is widely discussed by scholars that attitude derived from beliefs results in behaviors, the importance of attitudes toward work and the job at hand are signified in workplace. Studies prove that attitudes of the employees are an affective factor in the successes of an organization in the future (Alas, 2005; Hurst, 1995).

Work attitudes are reactions to various prospects of work, either cognitive or emotional and it is a multi-dimensional construct segmented to different categories, such as job satisfaction, work engagement, organizational citizenship behaviors, organizational commitment, perceived organizational support, perceived supervisory support, perceived fairness, training and development opportunity, rewards and recognition, perceived job security, perceived employability, quit intentions and job switching behaviors. (Solnet & Hood, 2008)

2.7 Job satisfaction

Job satisfaction is the most generally investigated studies of attitudes toward work (Berr et al., 2000). The foremost vital analysis that shows the importance of job satisfaction is Hawthorne studies (Iaffaldano & Muchinsky, 1985). These studies questioned the effect of different conditions, such as illumination on workers' productivity. Hawthorne studies showed that novel changes in work conditions temporarily increase the productivity of employees. It was later found, this increase

is not derived by the changes in the work condition but from the employees awareness of being observed. The findings equip strong evidences that employees work for objectives other than payment, which enlightened the path for other scholars to reconsider other factors in job satisfaction.

There is varying definitions of job satisfaction in wide scientific researches, still not an agreement on what job satisfaction really is. However scholars and human resource specialists make a difference between affective job satisfaction, cognitive job satisfaction, and behavioral components (Greene & Nash, 2008)

Affective job satisfaction is the emotional feelings an individual has towards his job. Cognitive job satisfaction does not gauges the degree of happiness that derived from a job facets, it is in fact the measure that an individual judges the job to be satisfactory in comparison with objectives they themselves set or with other jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs. Behavioral component includes employee's actions in relation to their work, naming staying late at the office to finish job or pretending to be ill to avoid work (Greene & Nash, 2008).

The most accepted definition of job satisfaction was developed by Locke (1976) who explains job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience” (p.1304).

Many theories on work motivation have been developed and represented to explain job satisfaction and its influence, such as: Maslow's Hierarchy of Needs (1943), Adam's Equity theory (1965), Locke's Discrepancy Theory (1969), Hackman and Oldham's Job Characteristics Model (1976), Locke's Range of affect theory (1976), Landy's Opponent process Theory (1978), and etc.

A common idea of the extended researches is a person's emotional state is affected by interactions at their work. People introduce themselves by their jobs, such as a teacher, doctor or researcher. Therefore, one's well-being at work is a very significant aspect of research (Judge & Kammeyer - Mueller, 2007).

On the other hand, a common idea of the extended researches is a person's emotional state is affected by interactions at their work. People introduce themselves by their jobs, such as a teacher, doctor or researcher. Therefore, one's well-being at work is a very significant aspect of research (Judge & Kammeyer - Mueller, 2007).

Job satisfaction is significantly important as a person's attitude may affect his/her behavior, as an example; attitudes may eventually cause a person to work less or the opposite may happen, she or he may work harder. On the other hand, Job satisfaction deals with an individual's general well-being as people spend a good part of their lives at work. As a result, one's dissatisfaction with their work, could lead to dissatisfaction in other areas of their life.

Fields (2002) outlines the measurement of job satisfaction in thirteen different categories, however in this research Global Job Satisfaction which measures employees' overall feeling about their jobs e.g. "All in all, I am satisfied with my job" (Mueller & Kim, 2008) has been applied.

2.8 Engagement

Gowri and Mariammal (2012) define Employee engagement as the level of commitment and involvement an employee has towards his organization and its values. The characteristics of an engaged person is that they are aware of what is going on in the organization, they work closely with their coworkers for the improvement of job performances. The engagement positively benefits the organizational values.

Demerouti et al. (2001) research defines work engagement as a positive, affective and motivational state of achievement which is constructed by vigor, dedication, and absorption. Vigor is the high levels of energy and flexibility, the eagerness to invest effort in a job, not exhausted easily, and showing persistence when faced difficulties. Dedication is cited to be a strong entanglement in a work, followed by the feelings of enthusiasm, it feels a sense of dignity and inspiration. Absorption on the other hand is a positive state of total delight in one's work absorption characterizes by the feeling of passing of time quickly and the responsibility to of attachment till the job is done. In summary, engaged employees demonstrate a high levels of energy and enthusiasm in their work. Moreover, they are often fully engaged in their work so the time flies (May et al., 2004). Engaged employees are active individuals whose have a high self-belief, they are generating their own positive feedback on the tasks, respect the organizations values, they seems to be more satisfied, they are engaged outside work, and go the extra miles. May et al. (2004) have developed a three-dimensional concept of work engagement which is more or less similar to that of Schaufeli et al. (2002). Specifically, May et al. (2004) differentiate between a physical construct (e.g. "I exert a lot of energy performing my job"), an emotional construct (e.g. "I really put my heart into my job"), and a cognitive construct of the work engagement (e.g. "Performing my job is so absorbing that I forget about everything else"), the scores of all these three dimensions are summed up to form an overall and reliable score.

2.9 Organizational Citizenship Behaviors

Study of organizational citizenship behavior (OCB) may go back to Bateman and Organ in 1983. Organ (1988) describes OCB by emphasizing on the behaviors of individuals outside the organization which are not explicitly recognized by the

organization's reward system, but they can affect in organization's efficiency and effectiveness. According to Moorman and Blakely (1995) from an organizational outlook, OCBs are valuable and advantageous but managers have difficulty in rewarding its existence or punishing its non-existence in the workplace.

2.10 Organizational Commitment

Merriam Webster's dictionary (2014) describes commitment as 'an act of committing to a charge or trust: as (1): a consignment to a penal or mental institution (2): an act of referring a matter to a legislative committee.' Also, 'an agreement or pledge to do something in the future; especially: an engagement to assume a financial obligation at a future date' and 'the state or an instance of being obligated or emotionally impelled'.

Commitment in short means acceptance and desire, individuals' aims for the object, values and certain goals, or wanting to be some part of system or social aspect (Jarvi, 1997). Organizational commitment is the strength of an individual's attachment to his or her organization.

Organizational commitment is a positive attitude of the employees which connects him/her to an organization, Allen & Meyer (1990) define commitment to the organization as a psychological state which ties the employee to the organization, and they claim the attitudinal organizational commitment is divided in three components which is one of the most popular categorization by the scholars in the literature: Affective, continuance, and normative commitment.

The emotional binding of the employee to the organization is considered as affective commitment, Continuance commitment is the individual's tendency to stay with the organization as leaving the job may cost. Normative commitment from the

other hand is the employee's responsibility or obligatory matters to the organization (Allen & Meyer, 1990).

Porter et al. (1974), Randall (1990) and Meyer and Allen (1997) are the bases for many studies which has been researched so far. Researches have suggested that organizational commitment is a multi-dimensional work attitude. Researchers found that level of an individual's commitment to his or her organization reflects each of the separable psychological states, naming, affective attachment, perceived costs and obligation. An employee with high level of commitment stays in thick and thin times with the organization, presents at work regularly, shares the organization goals, protects organization assets and puts in a full day (Meyer and Allen, 1997). Higher commitment is the result of positive outcomes or outputs.

Researchers believe that organization commitment has a variety of construct, and the dominions and impacts of each is fairly different (O'Reilly and Chatman, 1986). Positive antecedents cause commitment, involvement in work, and a positive intention to stay with the same organization. Researchers focus on employee as a person and his/her differences as antecedents of commitment to the organization, age or position held in the organization affects the intention to quit and correlate with commitment (Allen and Meyer, 1990; Steers, 1977; Williams and Hazer, 1986; Lok and Crawford, 2001; Angle and Perry, 1981; Mathieu and Zajac, 1990; Mowday et al., 1982).

Mathieu and Zajac (1990) suggest that older workers, as they receive better positions and have more intention to remain in the same organization, and they are more satisfied with their job. On the other hand young employees may look at work and themselves in completely different ways. (Levinson et al., 1978) found that the junior years for a fresh employee are years of formation and establishment, later

years are bounded with much more sense of self, work, and life. It is also suggested that age do not significantly correlate with either normative or affective facets of work commitment (Irving et al. 1997). Accordingly, age could be a significant correlate of commitment in an alike.

Studying the organizational commitment in the hospitality industry has become popular among scholars in the recent years (Yeh, 2013). Studies show the more committed employee has more job satisfaction in an organization (HJ Kim, 2008; Tsaur et al., 2011; Chow, 2012; Ozturk et al, 2014).

Front line employees with a high commitment to the organization provide a high quality performance and service for their guests (LaLopa, 1997), which in return brings the guest's loyalty to the organization. (Salanova et al., 2005).

2.11 Perceived organizational support

Cropanzano et al. (1997) research found that employee's belief on the support provided by the organization affect their behavior at work. Rhoades and Eisenberger (2002) define POS as resulting from the generalization of perceptions of an individual that their organization values their contributions and is responsible about their well-being. Employers' belief that organization is committed make them more committed to the organization (Eisenberger et al., 1990). The commitment of the organization is recognized by the level of support provided to the individual employee. Scholars (Eisenberger et al., 1990; Settoon et al., 1996; Shore and Wayne, 1993) suggest that perceived organizational support has a positive correlate with employees' affective commitment. Moreover, researches reveal that organizational support positively affects the commitment of the employee within the organization (Allen and Meyer 1990).

2.12 Training development

Organizational support may vary from training to reward systems. As an example existence of training creates a great role in any organization. Researchers suggest that the existence of training programs in the organization positively affects job satisfaction and employees' commitment in an organization (Caldwell et al., 1990; Lowry et al., 2002).

2.13 Perceived job rewards

Newman and Sheikh (2012) define perceived job rewards as a motivation tool by means of all the financial and non-financial benefits an employee earns from an employer evaluative judgment within an organization. These rewards fall in three categories naming extrinsic, intrinsic, and social.

Extrinsic rewards motivate performance of tasks they include payment and non-wage perquisites. Intrinsic rewards came out of the task itself; it is an outcome that gives the employee self-satisfaction such as the sense of achieving a task done. Social rewards are the non-job related factors in the organization and could vary from owning a personal office to a supportive supervisors and colleagues.

2.14 Perceived supervisory support

Perceived supervisory support roots in the basic social exchanges between employee and the supervisor. Cook & Emerson (1978) explains the social exchange theory as a basic form of interaction among human while exchanging the resources.

Employees develop an exchange relationship based on their perception of how their supervisor praises their work, and in return they feel obligated to work in ways that are of a value to the supervisor and the organization in general (Eisenberger et al., 2001).

Gaining the support in the work place will improve work attitude and raise the productivity (Day and Bedeian, 1991).

2.15 Perceived Employability

Employability consists of two words Employment and ability, which signifies the ability of an individual to be employed. Scholars believe perceived employability concerns the workers' perceptions about available job opportunities and advances as a personal resource for the employee well-being (Rothwell and Arnold, 2007; Berntson and Marklund, 2007). Perceived employability is defined as the perception of an individual's possibilities of gaining and earning employment inside or outside an organization (Berntson and Marklund 2007).

2.16 Perceived Job Security

Perceived job security has gained increasing attention and citation in the organizational behavior literature. Perceived job security is an internal experience of the employee for which there are suitable responses and supports from an organization. It has been argued that it is beneficial to focus on employees' attitude on organization's willingness to provide job security. McLean Parks et al. (1998)

Studies show a relation between employee's health and their job insecurity (Cheng et al, 2005; McDonough, 2000). Employees perceived job security is so vital that scholars (Joelson & Wahlquist 1987; Heaney et al., 1994) suggest lack of job security in an organization results in worried employee who may face mental strain, or an uncertain individual in regards with future.

2.17 Perceived Fairness

The perception of fairness creates a strong foundation for the organization and for the project within the organization, a cooperative environment that influences employees' attitude and behavior which are critical for a project to be done.

Researchers agree on the existence of three types of fairness in the organizational justice literature (Byrne & Cropanzano, 2001; Luo, 2007).

The first term is distributive justice, Defined as the outcomes of a decision. Procedural justice, defined as the fairness of the processes lead to the outcome. Interactional defined as individuals' actions and behaviors occurring during the procedures (Sindhav, 2006; Luo, 2007).

2.18 Recognition

Rewarding an employee can be either financial, or non-financial. Non-financial rewards are named to be effective and efficient, as they have no cost for the organization and are available for everyone in every position within the organization, these rewards such as recognition and attention has been applied in the organizations and has been discussed in papers. Herzberg (1966) found that continues formal and informal recognition systems are a powerful managerial tool, which has influence in the employees to better follow the organizations values. Recognition has been named as the individuals' basic needs in the organization (Dutton, 1998) which result in employee's motivation (Saunderson 2004; Grawitch et al. 2006).

2.19 Quit Intentions and Job Switching behavior

Quit intentions is defined as the permanent absence of an employee from the organization (Robbins, 2007, p. 72). It is believed that the measurement of the actual turnover behavior is a difficult task (Lingard, 2003), however considering the costs caused by a turnover intention, scholars suggests different factors causes intentions to quit, in the hospitality industry. A moderating effect between hospitality front line employees turns over intentions and workplace flexibility and work-family balance/conflict. Employees tend to stay with the same organization when they meet perceived organizational support (Cho et al., 2009). In order to predict the

employees' intentions to quit; their commitment to stay with the organization should be measured (Steel and Ovalle, 1984; Yang, Wan and Fu, 2012) as committed employees are more likely to stay in the organization (Tett and Meyer, 1993; Jang and George, 2011).

Chapter 3

METHODOLOGY

This chapter represents construct of the methodology of the thesis such as the approaches to draw the methodology, as well as information on sample selection, questionnaire formation, data collection and analysis.

3.1 Purpose of Research

The research conducted to investigate the attitudes towards work of generation Z as well as examining the main differences between the two generations Y and Z in the hospitality industry. As discussed in literature review, work attitude is measured by its constructs; accordingly the following research questions developed and have been a guide to analyze this thesis:

1. What are the main differences between generations Y and Z in their attitude toward work?
2. What is the level of Job satisfaction of generation Z in the hospitality industry comparing to their earlier Generation Y?
3. How committed are generation Z and Y workers towards their organization?
4. How engaged are generation Z and Y employees of the hospitality industry at work?
5. What is the perception of generation Z and Y in receiving support from the organization in hospitality industry?

6. What is the level of organizational citizenship behaviors in generation Z and Y hospitality workers?
7. Do generation Z intends to quit or switch their jobs in comparison with their earlier generation?

Having these objectives in mind the questionnaire has been distributed to the sample of younger generation in hospitality industry.

3.2 Sample Selection

As the main objective is to investigate in work attitude of younger generations, the target group or sampling unit has been recognized by choosing among Generation Y and Z hospitality workers in North Cyprus hotels, the questionnaires were left to the section manager of 5, 4, 3, 2 and 1 star hotels, and they've been guided to deliver the questionnaire to their younger workers in their break time. To form the sample, total numbers of usable questionnaires were 326.

Accidental non probability sampling approach has been used. Mcqueen and Knussen (2002) describe it as sampling unit of everyone who occurs to be in a certain place at a certain time.

3.3 Research Approaches

Inductive approach has been implemented to form this research. Scholars believe this approach sets the examiner free to substitute the way for the study (Babbie, 2010) it creates broader generalizations by observing specified examinees, and it is common to start with the detailed observation and measuring of samples leading to form an intangible concept at the end (Babbie, 2010). As the main aim of this research is to investigate in work attitude of younger generation, the inductive approach is the most convenient and appropriate theory for the purpose of this study.

3.4 Research strategy

Quantitative method has been chosen to be the most proper strategy suits this research. Burns and Groove (2005, p.23) suggest the use of quantitative method to be used to describe the different variables, examining relationships between them or/and determine the cause-effect correlation between different variables. In order to measure different characteristics of a demographic population; the use of quantitative method by means of survey has been suggested (Sukamolson, 2007). Survey research allows the researcher to make a comparison between two groups within a sample, Also to gain a statistical data, to be used to describe studied phenomenon throughout numerical data (babbie, 2010). Therefore the study is categorized as a descriptive research, as the work attitude as a phenomenon was described by the averages, means and numerical data.

3.5 Survey design

As mentioned, survey has been used to meet the objectives of this study, McQueen and Knussen (2002, P.36) suggest the use of survey as one of the broadly used quantitative approaches as this approach provides a projection of a particular sample in the society at a certain time and can be applied to the entire community.

Through questionnaires the necessary data has been collected. Questionnaire makes the collection of data from a large group of sample easier, and findings are represented in numerical forms (Veal, 1997).

The questionnaire in this study has been adapted from the generational Differences in work attitude study by Solnet and Kralj (2011), and slight changes has been made to fit the hospitality industry in North Cyprus. They have been translated from English to Turkish language using a back translation method (Maneesriwongul & Dixon, 2004).

The questionnaire consists of two sections, the first part investigates the work attitude of the younger generation, and Likert scale ranging from strongly disagrees to strongly agree has been used to answer the close-ended questions. A Likert scale is a suitable summated rating scale used for measuring attitudes (Norman 2010). Different constructs of work attitude has been measured as follows below:

Job Satisfaction

Scholars suggest a variety in measuring job satisfaction, most are self-report and are based on multiple Likert scale options such as the Minnesota Satisfaction Questionnaire (MSQ) or the Job Satisfaction Survey (JSS). However one of the most widely used and accepted measurement is a single-item on overall job satisfaction. The first question of the survey adapted from Nishii et al., 2009 which is “All in all, I am satisfied with my job” has been used to measure job satisfaction.

Work Engagement

Question number 2 to 6 has been used to measure work engagement of the employee in the organization. As discussed in the literature review, work engagement has three components naming Physical, Emotional and Cognitive.

Physical components are measured through questions number 2 and 3, and example would be “I stay until the job is done”, emotional component were measured through questions number 4 and 5 “My own feeling are affected by how well I perform my job”, and cognitive component has been measured through 6th question which is “Time passes quickly when I perform my job” (May et al., 2004).

Organizational Citizenship Behavior

Organizational citizenship behavior is attitudes of the employee shaped outside the organization but will affect the employee behavior inside the workplace. Questions number 7 to 18 measures different aspects of the organizational citizenship

behavior using eleven items adapted from Podsakoff et al. (1990), a sample would be “I try to avoid creating problems for other co-workers”.

Organizational Commitment

Organizational commitment is a psychological state which ties the employee to the organization. Out of three different forms of commitment; affective commitment has been measured for the purpose of this study in questions number 19 to 22 in the questionnaire.

Affective commitment scale has been adapted from Allen & Meyer (1997).

Perceived Organizational Support

A quick look at the literature review suggests the perceived organizational support to be the degree to which the employees believe that the organization values their contribution and well-being in the organization and fulfills their socio-emotional needs (Eisenberger, 2002a).

Questions number 23 to 27 measures perceived organizational support, the questions were originally developed by Eisenberger (2002a), and constructed with 32 items. However to display the adequate psychometric properties, the items has been reduced to 5. A sample question is “Help is available from my organization when I have a problem”

Perceived Supervisory Support

Supervisory support was measured by 5 items scale originated from Eisenberger et al (2002b) in question 28 to 32 of the survey. Sample items include, “my supervisor shows a lot of concern for me” and “my supervisor is willing to help when I need a special favor”.

Perceived Fairness

Olson-Buchanan and Loswell (2009, P. 143) suggests the use of established measures that assess three employees perceived fairness discussed in the literature review. Those assesses are Distributive fairness (eg., “The outcome I receive reflect the effort I have put into my work”), Procedural fairness (eg., “workplace and organizational procedures are applied consistently”) and Interactional fairness (eg., “I am able to express my views and feelings when workplace and organizational procedures are applied”). Questions 33 to 36 measures these assesses of the organizational justice.

Training and development

The item adapted from Wayne et al. (1997) research which measures the organizational investment on the employees training and development.

Question 38 in the survey “My pay is competitive compared to similar jobs in my organization” measures the named item.

Attitudes towards Rewards and Recognition

Adopting from Subramony et al. (2008), 3 items measures attitudes towards reward and 3 items is used to measure recognition, questions 38 to 43 in the survey.

A sample question is “My organization offers its employees a competitive benefits package” and “My supervisor praises me when I do a better than average job” for attitudes towards rewards and recognition consequently.

Perceived Job Security

Perceived job security was measured using three items; questions 44 to 46 adapted from (Kraimer et al., 2005) examples for this construct consist “I am secure in my job”.

Perceived Employability

Perceived employability was measured using a single-item scale adapted from Berntson et al. (2007). The specific item is “It would be easy for me to get a new and comparable job”

Intention to Quit and Job Switching Behaviors

Intentions to quit and switching behavior were each measured using three items adapted from Colarelli (1984), and Khatri et al. (2001) consequently.

Questions number 48 to 53 measure the construct and the examples for each item include “If I have my own way, I will be working for this organization one year from now”, and “I switch jobs (to other organizations) because my colleagues tend to do so”.

The second part of the survey is related to socio-demography of the respondents such as age, nationality, gender, income and education level, position held in the organization and etc.

3.6 Data collection

Questionnaires were first distributed and tested on a smaller group of respondents, such as the academic staff of faculty of tourism, Eastern Mediterranean University and managers in the industry. This step helps to improve the data gathering process and to check questionnaires cogency.

Questionnaires have been distributed to number of 15 five star, 2 three star, 5 four star and 1 boutique hotels, 17 restaurants and 21 cafes in 3 different cities of Northern Cyprus namely Famagusta, Nicosia and Kyrenia. The questionnaires were left with the section manager of each hotel, restaurant, and café, and they distributed them to their younger workers in their break time. Total number of 370 questionnaires has been collected out of which 326 were usable.

3.7 Data Analysis

The collected data has been evaluated and analyzed by mean of the Statistical Package for the Social Science (SPSS) version 13.0.

Questionnaires has been coded and entered into program, a set of tools has been used to measure the differences in the work attitudes of younger generations and the reliability of each construct has been tested by Cronbach's Alpha ($\alpha \geq 0.70$) (Appendix B).

Independent sample test (T-test) has been used to determine any significant differences between the two population means generation Y and Z (Appendix D). ANOVA test was conducted to determine any significant differences between the combined generation Y cohort and each of the independent variables (Tenure, Position and Industry Section), post hoc tests revealed the statistically significant differences of each of their constructed variables (Appendix E).

Chapter 4

FINDINGS AND RESULTS

Observation on findings from the collected survey, such as demographic profile, the statistically significant differences of each work attitude construct and the levels of each construct in both generations Y and Z, and an in depth explanation of differences by tenure, position and section of generation Z has been provided in this chapter.

4.1 Demographic Profile of the Respondents

Table 4 provides detailed information on the profile of the respondents, as showed majority of the respondents were males (63.8%), where females formed 36.2% of the respondents.

The two dependents variables groups, generation Z and Y were fairly distributed, where 50.3% were amongst Y generation and 49.7% of respondents were grouped as generation Z.

The majority of the respondents were Turks with 62.2%, following by Cypriots 31.2, Iranian 2.4% and Azeri 1.8% and the rest from Uzbekistan, China and Nigeria.

Majority of employees in hospitality industry in Northern Cyprus are earning more than the average wage, 45.3% claimed they earn between 1450 and 2000 TL per month, 31.2% earns the average wage which is 1450 TL per month, 17.1% less than the average wage, and the rest which is 6.1% earns more than 2000 TL per month.

31.2% of the employees who responded to the questionnaires were holding 2 year diploma degree; the list is followed by high school study (26.9%), Secondary School (22%), Bachelor's degree (14.7%), primary school (3.6%) and graduate degree (1.2%).

As shown in table 4, 17% of the respondents were in managerial and supervisory positions and the rest (83%) were employees.

Table 4. Demographic variety of the respondents (n=326)

<u>Gender</u>	<u>Frequency</u>	<u>(%)</u>
Male	208	63.80
Female	118	36.20
Total	326	100.0
<u>Age</u>		
Gen Y	164	50.30
Gen Z	162	49.70
Total	326	100.0
<u>Nationality</u>		
Turkish	203	62.20
Turkish Cypriot	102	31.20
Iranian	8	2.40
Other	13	3.90
Total	326	100.0
<u>Income</u>		
< Minimum Wage	56	17.10
= Minimum Wage	102	31.20
1450 – 2000 TL	148	45.30
>2000TL	20	6.10
Total	326	100.0
<u>Education</u>		
Primary School	12	3.60
Secondary School	72	22.0
High School	88	26.9
College 2 year diploma	102	31.2
Bachelor's degree	48	14.7
Graduate degree	4	1.20
Total	326	100.00
<u>Workplace Section</u>		
Hotel	232	71.10
Restaurant	64	19.60
Cafe	30	9.20
Total	326	100.00
<u>Departments</u>		
F/B and Restaurant Employees	218	66.80
House Keeping	34	10.40
Front Office	16	5
Administration	13	4
Others	45	13.80
Total	326	100.00
<u>Position held</u>		
Manager	12	3.60
Supervisor	44	13.40
Employee	270	83.00
Total	326	100.00

4.2 Attitudes towards Work of the Respondents

As discussed in the literature review, to analyze the data and the differences or similarities of the tested groups, main characteristics of work attitude has been measured, table 5 reviews a summary of the measured constructs. The findings of the research on work attitude are exhibited in the following order:

1. A comparison of the generation group Y vs. Z by their rating on each construct of attitudes toward work.
2. Reviewing and comparison of the significant differences of each construct to the generational cohort Z and Y.
3. Other influences on the work attitude of generation Z cohort:
 - Sector (Hotel, Restaurant, Café)
 - Tenure (the time that employee worked in the same organization)
 - Position (Employee, Supervisor, Manager)

4.2.1 Comparison of the Generation Group Y vs. Z by Their Attitudes Toward Work

This section aims to answer the main questions of this research, which is to differentiate between the work attitude construct of the younger generations naming, Generation Y and Z, and evaluate the rating level of each work attitude construct. Figure 4 represents the difference by mean of each attitudinal construct for different generational cohorts while figure 4 shows how generation Z rated on each work attitude constructs.

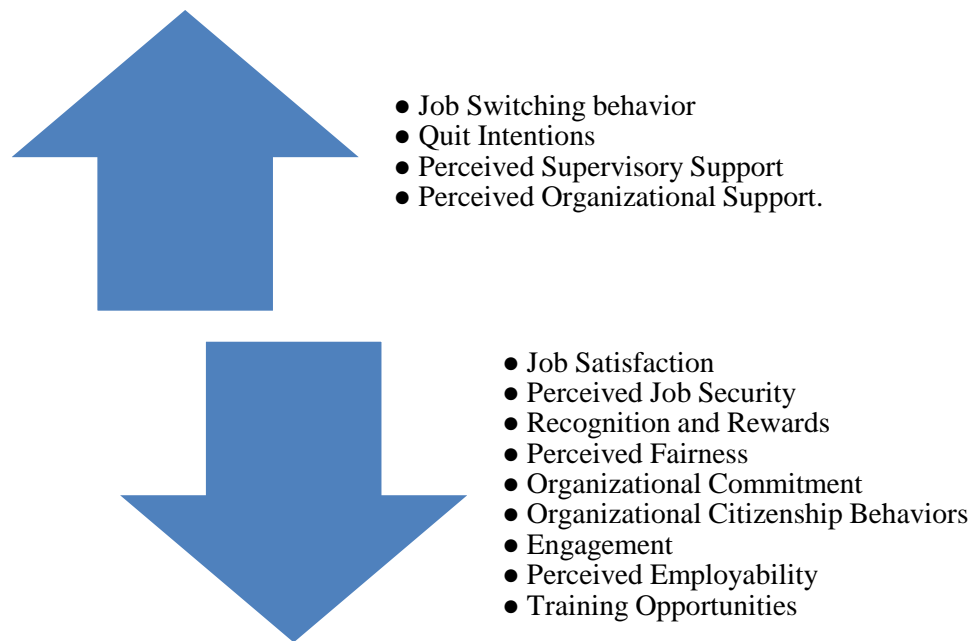


Figure 4. Generation Z rates on each work attitude construct in comparison with earlier generation.

Generation Z rates higher than generation Y in the following attitudes:

Job Switching behavior, Quit Intentions, Perceived Supervisory Support and Perceived Organizational Support.

Generation Z rates lower than generation Y in the following work attitude constructs:

Perceived Job Security, Recognition and Rewards, Perceived Fairness, Organizational Commitment, Organizational Citizenship Behaviors, Engagement, Perceived Employability, Training Opportunities and they are less satisfied in their jobs than their earlier generation.

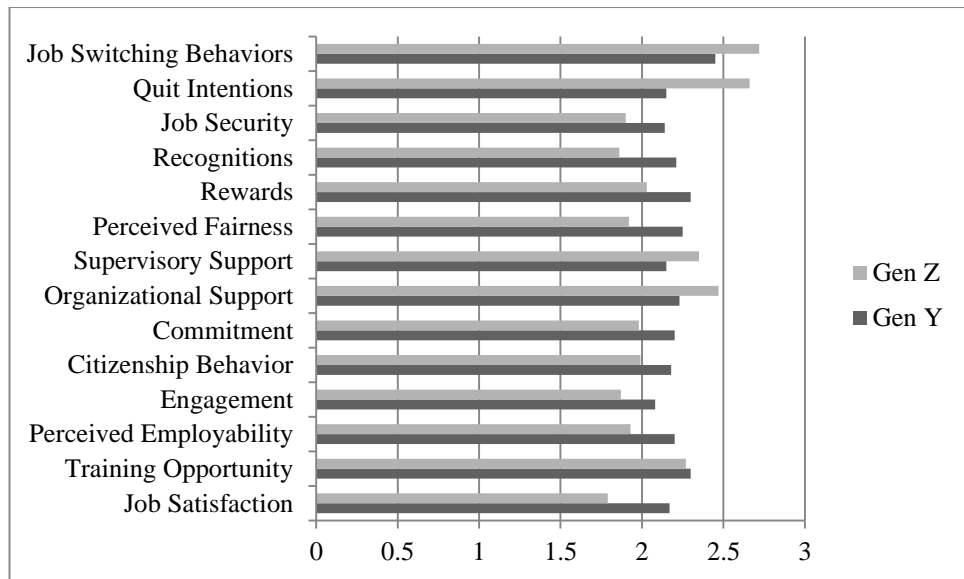


Figure 5. Difference in mean of work attitudes of Gen Y vs. Gen Z.

As shown in figure 5, generation Z rated most attitudes lower than their earlier generation. Though they receive supervisory and organizational support they rated Switching behavior and quit intentions higher which shows their lack of commitment to the organization.

4.2.2 The significant differences of each construct on the generational cohort Z and Y.

As explained in methodology section of this research the independent sample Test (T-test) has been used to measure any significant differences between the two generational cohorts. As the results reveals in the appendix D, there are significant differences in most of the constructs ($P < 0.05$), except for training and development perception, further excavation of these differences reveals valuable results, which human resource managers are trying to maximize in their organizations. Generation Z, has rated significantly lower than their previous generation on job satisfaction, perceived employability engagement, organizational citizenship behavior, perceived fairness, perception of rewards and recognition, perceived job security. The youngest generation is less committed to their organizations and has high intentions to quit and

switch jobs compared to their previous generation, despite their high perception of organizational and supervisory supports.

4.2.3 Other influences on the work attitude of generation Z cohort

There has been other factors which may influence the rating of the work attitude, though it is not possible to measure all the influences, this research has selected three different factors and investigated its effects and differences on each of the work related attitude construct on only generation Z, as they are the main target of this study, by means of ANOVA test as described in the methodology section. Analyzes of the test are attached in the appendix section E and the results of the selected influences naming: Tenure, Sector and Position held in the organization is as below:

4.2.3.1 Differences by Sector (Hotel, Restaurant and Café)

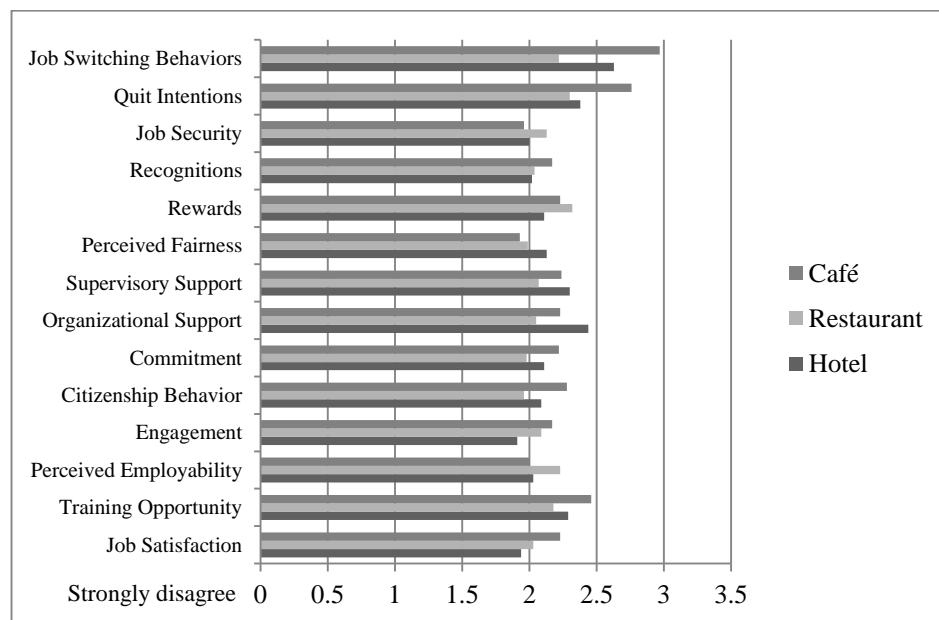


Figure 6. Differences in mean by Sector of generation Y and Z

Figure 6 illustrates the differences on rating of the work attitude constructs of all younger generation (Generation Y + Generation Z). Key findings of comparing

the means by industry section are restaurants employees rated lower on Training Opportunity, Organizational Citizenship Behavior, Commitment to the organization and Organizational and Supervisory Support; surprisingly they rated lower on Quit intention and Job Switching Behaviors.

Café workers see themselves less employable; do not have an attitude towards organizational justice (Perceived Fairness) and do not feel secured at their jobs.

Hotel employees on the other hand, have the least satisfaction on their job in comparison to the other industry sector, and they are less engaged, they have rated lowest on rewards and recognition, in which managers should adopt the best strategy to engage them and train supervisors towards recognition of the employees which may leads to a higher job satisfaction.

This research examined the combined influence of each sectors of industry (Hotel, Restaurant and Café) and generational grouping on the attitudes towards work. The analysis compared the attitude of generation Z cohort as our main target group throughout the different sectors of the hospitality industry, to understand whether statistically significant differences exist. The post hoc tests for Generation Z cohort reveal that workers of hotels has significantly rated higher on Organizational Citizenship Behaviors, Organizational Commitment, Perceived Organizational Support, Perceived Fairness, Perceived Job Security, and they are also tend to switch job more than restaurant workers. Restaurant workers has significantly lower attitudes on organization's reward and recognition as well as organizational citizenship behavior than café workers which is a point for manager to put on consideration on strategies of rewarding and recognition and building a better citizenship in the organization among generation Z cohort. Results show that

generation Z Café workers intentions to quit are significantly higher than those of employees in the hotel.

4.2.3.2 Differences by Tenure (0-1 year, 2-5 years and more than 6 years in the same organization)

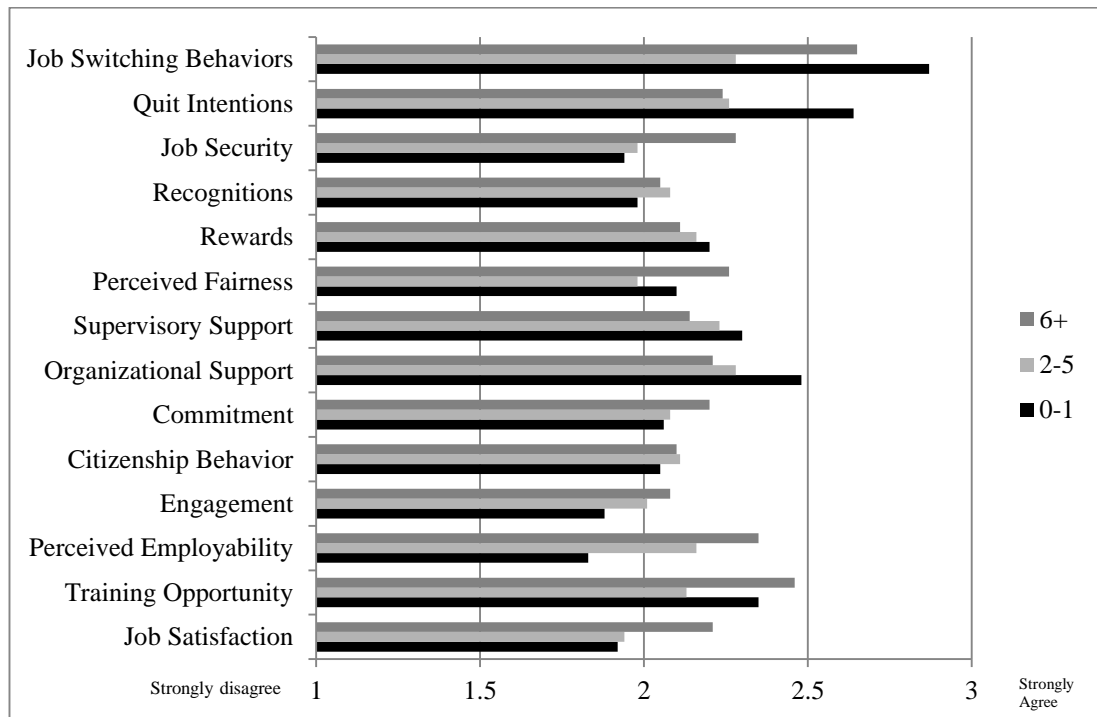


Figure 7. Differences in mean by Tenure of generation Y and Z employees.

Figure 7 presents the differences in mean of the work attitude of both generations Y and Z by their length of employment in the organization. The early tenure employees have rated lowest on Job Satisfaction, they are not seeing themselves employable, lack of engagement, commitment security at job and recognition. They are receiving supervisory and organizational support more than any other tenure group. Not surprisingly, they rated highest on their intentions to quit and job switching behaviors.

The mid tenure group of all the respondents has rated lowest on Job Switching Behaviors, Perceived Fairness and Training and Development opportunities, which could be as they are eager to grow within the organization.

The mean level rated by those who have been long with the same organization is not surprising, they have rated lowest among all the respondents on their Intentions to Quit, Supervisory and Organizational Support, and they perceive the highest Security, Fairness, Training and Development. They are satisfied with their job and are Engaged and Committed in comparison with the other tenure group.

The ANOVA test on the combination of generation Z and the tenure shows statistically significant differences on Perceived Employability, Engagement, Organizational Citizenship Behavior, Organizational Commitment Perceived Fairness, Rewards and Recognition, Perceived Job Security, Quit Intention and Job Switching Behavior. Further excavation of post hoc tests reveals Employability to be significantly different in all the 3 Tenure discussed, the early tenure has rated significantly lower on Engagement and higher on Job Switching Behaviors compared to other tenure groups and lower on Organizational Citizenship Behavior, Perceived Fairness and recognition and significantly higher rates on Quit intentions compared to the mid tenure group. Managers should stress on the strategies to improve the Engagement of the new comers to reduce the Intentions to Quit and Switching Behaviors.

The mid tenure group of generation Z employee rated significantly higher on Rewards and significantly lower on Perceived Job Security compared to the long tenure employees.

4.2.3.3 Differences by Position (Employee, Supervisor and Manager)

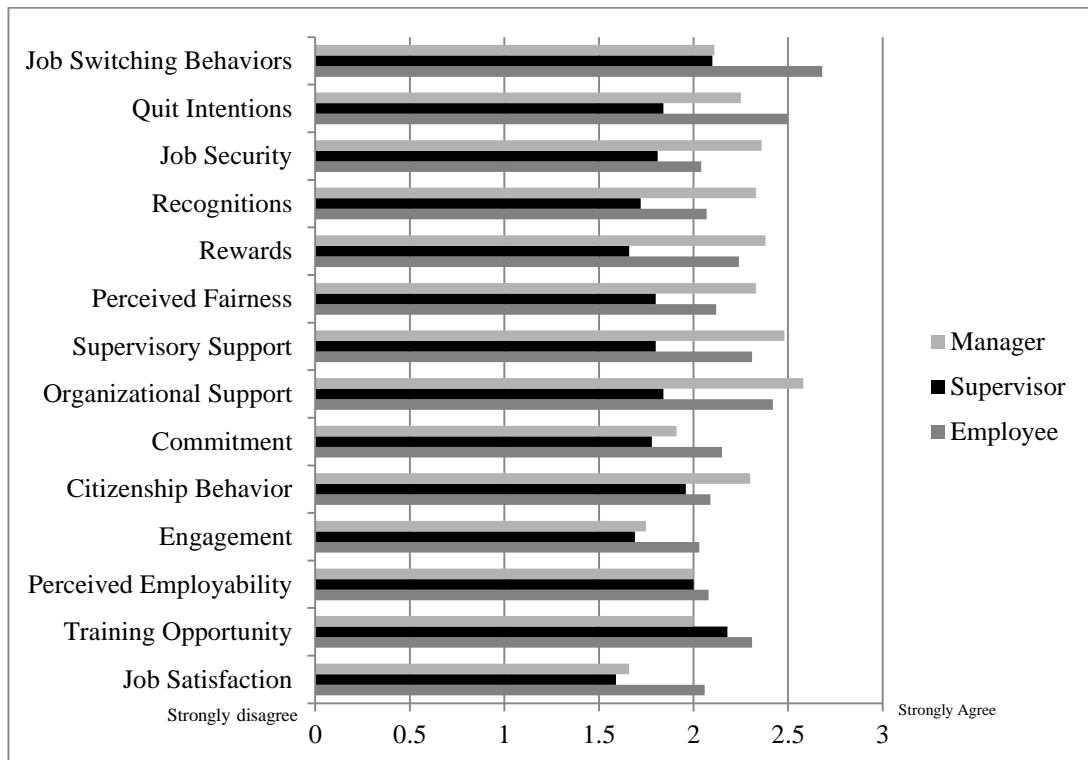


Figure 8. Differences in mean by Position amongst generation Y and Z workers.

Comparison of figure 8 which is the differences in mean of the attitudes towards jobs by positions represents Supervisors in both generational groups Y and Z has rated lowest on all the constructs except for training and development opportunities. Employees on the other hand have rated highest on Intentions to Quit and Job Switching behaviors. Surprisingly; they rated highest on their satisfaction on the job, Perceived Employability, Engagement and Training Opportunities. Managers rated highest on Job Security, Recognition and Rewards, Perceived Fairness, Supervisory and Organizational Support and Organizational Citizenship Behaviors.

Further tests have been conducted to understand whether these differences amongst generation Z are significant. Findings show a statistically significant different on Perceived Employability of Supervisors, Managers and Employees,

which not surprisingly Supervisors believes they are more employable, where Managers think to be more Employable than Employees as well. Supervisors' perception of Organizational Support and Job Switching behaviors are significantly lower than Managers. Supervisors tend to switch jobs compared to employees in generation Z cohort. Managers rated significantly higher in Perceived Employability and Job Security among generation Z in comparison to supervisors.

Chapter 5

DISCUSSION AND CONCLUSION

This section facilitates information regarding to the detailed discussion derived from the findings of the research based on the survey of 326 respondents in the tourism industry in Northern Cyprus, the data has been compared to other researches; and the importance of the data analyzed has been evaluated and implications for managers specially human resource managers has been made and at the end the limitations of this research has been mentioned as well as raising questions for future directions.

5.1 Introduction

Tourism industry is a mixture of product and service, and service is the constituent part of delivering the experience to the customer. This perishable service relies on the young professions. These young professions are the link among the customer and the organization. Young generation has significant differences from other generations in their attitudes and way of thinking, which signifies the importance of studying in this field. Generation Z are entering to the work space in large groups, and their attitude towards work, will turn into their behavior in the organizations. Human resource managers have been challenged to hire, train and direct the power of youth to the values of the organization. Researches like this, lights up the way for the managers to have a deep insight to the attitudes of these young employees. Implications and suggestions have been developed to make use of the most convenient management technics. The results confirm the literature review

on the differences of attitudes of the different generations, and it is in accordance with the other researches (Solnet and Kralj, 2011).

5.2 Discussion

The purpose of this research was to identify the significant differences in the work attitude of the young generations; the results provide the significantly differences in the attitude of generation Z, compared to the attitude towards work of their earlier generation, Y cohort. Therefore the results were in accordance with the prior studies of the generational differences in the work attitude (Solnet and Hood, 2008; Gursoy et al., 2008; Solnet, 2012).

Results of this study revealed there is a meaningful gap between the job satisfactions of the two generations. Generation Z are less satisfied with their job in the hospitality industry, and they rated their satisfaction too low on the survey done. They don't seem to be responsible and committed to their jobs, and they are eager to quit or switch between jobs for just fun.

Their attitude outside the organization is having effect on their daily routine task and they have less organizational citizenship behavior.

Generation Z wants immediate grants and awards and believes the organization is not rewarding them based on their tasks done. There is a lack in their perception of justice in their attitude; they believe they are not treated fair in the organization.

The new generation seems to expect too much from their organization although their supervisors are supporting them and they have the support of the organization, they are not satisfied with the organization they work for.

Generation Z in comparison to their earlier generation is not engaged and they are not aware of business context; they do not like to work with their colleagues

to improve performance within the job for the benefit of the organization. They have a negative attitude towards the organization and its values; they lack enough energy and resilience, the unwillingness to invest effort in the job and they may easily give up on the job.

5.3 Conclusion

Change is an inevitable in the organizations today, the meanings of work itself is changing in the eyes of the new generations. Understanding the differences is vital for the managers to survive the competitive hospitality market. Managing the younger employees is a real challenge for managers today.

This research aimed to facilitate a theoretical contribution to the literature related to the generational differences and their work attitude as well as useful suggestions for managing the significantly different attitude of generation Z.

A successful business never happens by chance. In the competitive tourism market the success would be with an organization; whose manager keeps an open mind to changes in the work place, who leads to satisfy the different range of attitudes inside the organization, and who monitors the changes in attitude of the generations towards their works and tailors the techniques and strategies accordingly.

Long-term profitability and sustainability in the hospitality industry are largely dependent on customer satisfaction (Chi & Gursoy, 2009). Customers receive a package of service and experience the delivery of value via the employee (Schneider & Bowen, 1985). The fact that service delivery is based on the employees specially those at the front line, the internal human resource practices of an organization become concrete to the host (Tornow & Wiley, 1991). An integral part of a successful business is not just the analysis of cost and profit but also the processes on the employees' attitudes towards.

5.4 Implications

This discussion lightened a way on how the current research might effect on the human resources management of hospitality industry. By concluding the results and out of the rich number of respondents, the researcher is able to make some suggestions to the human resource managers which exactly fit for the hospitality industry in Northern Cyprus. There are plenty of management technics which might be tailored and used in most hospitality organizations to bring a positive income to the organization.

Recruitment and hiring process is mostly done by middle or line manager who has not been trained and are not familiar with the effective technics of hiring the right person for the right job. It results in entrance of young people with no experience or clue about the hospitality industry to the organization. It is suggested to hospitality organizations to carefully choose among the right candidates. The results shows a low number of employees in the hospitality industry have a background tourism studies. There are lots of hiring tools to choose the right person for the job which is now used by big chain hotels like Marriott around the world. One of them could be behavioral interviewing techniques to evaluate a candidate's experiences and behaviors for the right position in the organization.

The second recommendation for human resource practitioners would be engagement of the younger generation specially Z as they rated poorer on almost all the constructs of work attitude. The results also shows the Hotel employees have the least satisfaction on their job in comparison to the other industry sector, which needs managers considerations in Involving them in why and how the business runs its operations, and where do they stand on this chain, rather than asking them to follow a set of routine instructions without a question asked. There are many ways suggested

for involvement and engagement of employees in the organization. The most appropriate ones which are being practiced world wide are to let the employee experience the exact same service the customer will experience. Offer them a free night stand or a free meal with their family and ask about their vision and service they experienced from a customer point of view. The other way is to enlighten them about the future of their career and let them take a journey within the organization, provide path to grow them from servers to managers.

By looking at the level of the total generation Z and Y perception of training and development and as there was significantly no difference in this construct of work attitude and it is rated so low in both group of generation and is far from a strongly agree on the perception of training and development within the organization, the researcher would like to emphasize on the importance of training in the hospitality industry. As reviewed in the literature the young generations are so dependent to the use of technology and internet, they spend most of their times on the online social websites, which may hurt their ability to communicate face to face with the customer. It is recommended the trained supervisors play different roles with the employees in different conditions, to avoid the embarrassing interaction with the customer.

Generation Z wants different mix of rewards and recognition than their previous generation. It includes flexible working hours, engagement in social responsible actions. It is a challenge now for managers to design a new program to encourage and reward the new generation, gamification could be an approach to make a routine everyday work fun. It is also recommended to recognize and reward each employee individually. Although this research aims are investigating of different groups of young employee, it should be kept in mind that each person is an

individual with different values. Direct supervisors should be advised to be flexible and tailor the techniques to fit each individual employee regardless of their age.

5.5 Study limitations and directions for future researchers

There are many possible facts that may have affected the result of this study, though this research has a fairly good sample of the workers in the hospitality industry in North Cyprus, it may not be applicable in other parts of the world.

Attitudes might change in time, what generation Z thinks today may not be the same in a year from now, a study with single point time could not answer this question.

There is an assumption that generation may change and act like the older ones while they mature in life, a period effect may apply to this sort of study, in which generations might effect by major global events, what is obvious is the way they are affected by these events, but It might be quite different as the formative stages in an individual's life might be completely different (Kowske at al., 2010).

As mentioned there are many factors influencing the results of this research, it is suggested that future researches control for the potentially confounding factors which may have influenced the results of the generational differences on the constructs of work attitude, like the differences between the hotels by its rating.

It is important to understand the nature of relationships between the key constructs of work attitude and whether these relationships differ among the two generation. For example, is the impact of organizational citizenship behavior stronger in generation Z than generation Y employees?

It is also suggested that future studies analyze the effect of each construct of work attitude on each other in different generations. For example, are generation Z restaurants employees' training positively affects the organizational?

At the end, the activists in the hospitality industry must keep in mind that they themselves are not the customer themselves, managers must remember that they are not the ones who serve and take care of all the customers, strategies for managing employees must be tailored to suit the employee in order to improve their performance, not to fit the style of the manager. Such hospitality leaders will be constantly monitoring the changing attitudes of successive generations of their workers, to be able to tailor the best strategy model for his/her organization.

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APPENDICES

Appendix A: Questionnaire

Dear Participant,

The purpose of this study is to examine the differences in work attitude of generations in hospitality industry in northern Cyprus. As you have been active and working in the industry, we invite you to participate in this research study by completing the following questionnaire.

Participation is strictly voluntary and confidential and it will require approximately 10 minutes to complete.

We thank you for your participation and time. If you require additional information or have any questions, Please contact us at the numbers listed below.

Sincerely,

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Section I

Please indicate the extent to which you agree or disagree with the following statements. Score of **1** represents “strongly disagree”, **2** “disagree”, **3** “neither agree nor disagree”, **4** “agree”, and **5** “strongly agree”.

		1	2	3	4	5
1	“All in all, I am satisfied with my job”					
2	“ I exert a lot of energy performing my job”					
3	“ I stay until the job is done”					
4	“ I really put my heart into my job”					
5	“ My own feelings are affected by how well I perform my job”					
6	“ Time passes quickly when I perform my job”					
7	“ I am rarely distracted when performing my job”					
8	“ I obey company rules and regulations even no-one is watching”					
9	“ I am one of the most conscientious employees”					
10	“ I always focus on the positive side, rather than what is wrong”					
11	“ I try not to find fault with my organization is doing”					
12	“ I attend meeting that are not mandatory, but they are considered important”					
13	“ I read and keep up with organization announcement, memos and so on”					
14	“ I am mindful of how my behavior affects other people’s job”					
15	“ I try to avoid creating problems for other co-workers”					
16	“ I help others who have heavily workloads”					
17	“ I help orient new people even though it is not required”					
18	“ I am always willing to lend a helping hand to others around me”					
19	“ I am proud to tell others I work at my organizations”					
20	“ Working at my organization has a great deal of					

	personal meaning to me”					
21	“ I feel a strong sense of belonging to my organization”					
22	“ I feel personally attached to my work organization”					
23	“ My organization really cares about my well-being”					
24	“ My organization cares about my opinions”					
25	“ My organization often asks about my opinions”					
26	“ Help is available from my organization when I have a problem”					
27	“ If given the opportunity, my organization would take advantage of me”					
28	“ My supervisor cares about my opinion”					
29	“ My supervisor often asks about my opinion”					
30	“ My supervisor really cares about my well-being”					
31	“ My supervisor strongly considers my goals and values”					
32	“ My supervisor shows a lot of concern for me”					
33	“The outcomes (eg. rewards or punishment) I receive reflect the effort I have put into my work”					
34	“The outcomes (eg. rewards or punishment) I receive are justified given my performance”					
35	“ Workplace and organizational procedures are applied consistently”					
36	“I am able to express my views and feelings when workplace and organizational procedures are applied”					
37	“My organization has made a substantial investment in me by providing formal training and development opportunities”					
38	“My pay is competitive compared to similar jobs in my organization”					
39	“My pay is competitive with similar jobs in other companies”					
40	“My organization offers its employees a competitive benefits package”					

41	“My supervisor praises me when I do a better than average job”				
42	“My supervisor gives me special recognition when my work performance is good”				
43	“My supervisor would quickly acknowledge an improvement in the quality of my work”				
44	“I will be able to keep my present job as long as I wish”				
45	“My current organization will not cut back on the number of hours I work a week”				
46	“I am secure in my job”				
47	“It would be easy for me to get a new and comparable job”				
48	“I frequently think of quitting my job”				
49	“I am planning to search for a new job in the next 12 months”				
50	“If I have my own way, I will be working for this organization one year from now”				
51	“To me, switching jobs (to other organizations) is kind of fun”				
52	“I switch jobs (to other organizations)because my colleagues tend to do so”				
53	“I tend to change jobs (to other organizations) for no apparent reason”				
54	“If my co-workers do not work hard, then neither do I”				

Section II

55. What is your gender?

Male Female

56. When did you born?

1985 – 1994 1995 and up

57. What is your nationality?

58. Which of the following sections are you working at?

Restaurant Hotel Cafe

59. If you are working at a hotel which department are you with?

F/B House Keeping Front Office Administration
 Other

60. If you are working at a restaurant which section are you working at?

Service Kitchen other

61. How many years have you been working in total in tourism industry?

0-1 1-5 6 +

62. What is your position in your organization?

Employee Supervisor Manager

63. What is the highest level of education you have completed?

Primary School

Secondary School

High School

College/University (2 –year diploma)

College/University (bachelor’s Degree)

College/University Graduate degree (Master’s Degree, PhD)

64. Is your background studies related to tourism and hospitality industry?

Yes No

65. What is your current work status?

Part time Full time other

66. What is your average monthly income?

Less than minimum wage

Minimum wage

1450 – 2000 TL

More than 2000 TL

Thank you very much for your participation in this survey.

Appendix B: The Reliability Alpha Test.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.836	6

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.836	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
En1	9.9387	17.441	.677	.797
En2	10.1104	16.766	.679	.795

En3	9.8834	16.955	.706	.790
En4	9.8650	17.130	.639	.803
En5	9.8773	18.071	.561	.819
En6	9.6810	18.947	.418	.848

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	99.4
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.898	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OCB1	21.0494	68.830	.657	.887
OCB2	21.0309	70.490	.565	.892
OCB3	21.0926	69.886	.632	.889
OCB4	20.8025	72.520	.498	.896
OCB5	20.8580	68.123	.707	.884
OCB6	20.9691	68.701	.563	.893
OCB7	21.0123	68.310	.665	.886
OCB8	20.9506	66.656	.643	.888
OCB9	20.9198	68.186	.645	.888
OCB10	21.0802	69.416	.659	.887
OCB11	21.0370	68.235	.699	.885

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.797	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC1	6.6933	7.807	.587	.759
OC2	6.6074	7.721	.675	.714
OC3	6.7239	8.485	.563	.768
OC4	6.5890	7.811	.614	.744

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	99.4
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.806	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS1	9.2099	15.869	.461	.805
POS2	9.3333	13.839	.643	.752
POS3	9.2037	14.089	.686	.741
POS4	9.3951	13.818	.653	.749
POS5	9.2037	14.188	.529	.790

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.773	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PSS1	8.6933	12.658	.675	.685
PSS2	8.5583	13.742	.574	.722
PSS3	8.6871	12.784	.649	.694
PSS4	8.7853	14.750	.431	.770
PSS5	9.1534	15.378	.408	.775

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.759	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PF1	6.3681	6.876	.568	.700
PF2	6.4969	6.412	.572	.694
PF3	6.4847	6.116	.578	.690
PF4	6.4356	6.396	.517	.725

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.661	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
--	----------------------------	--------------------------------	----------------------------------	----------------------------------

Rew1	4.6564	4.499	.324	.744
Rew2	4.5521	3.335	.614	.361
Rew3	4.4847	3.634	.497	.529

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.805	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Rec1	4.2822	3.895	.683	.700
Rec2	4.2025	4.434	.598	.788
Rec3	4.3374	3.842	.679	.704

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.690	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PJS1	4.1411	3.529	.502	.602
PJS2	4.1902	3.649	.494	.612
PJS3	3.9264	3.241	.521	.578

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.702	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
QI1	4.9939	4.426	.673	.393
QI2	5.0307	5.104	.539	.587
QI3	5.2883	6.873	.372	.770

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	0.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.827	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JSB1	5.2025	5.990	.665	.780
JSB2	5.0920	5.677	.738	.729
JSB3	5.1411	5.566	.673	.774

Appendix C: The Mean Differences and the Group Statistics.

	GEN*	N	Mean	Std. Deviation	Std. Error Mean
JS	1.00	164	2.1768	1.18754	.09273
	2.00	162	1.7963	.93343	.07334
TO	1.00	164	2.3049	1.18982	.09291
	2.00	162	2.2716	1.11469	.08758
PE	1.00	164	2.2073	1.16953	.09132
	2.00	162	1.9383	.92375	.07258
EN	1.00	164	2.0854	.96116	.07505
	2.00	162	1.8704	.63972	.05026
OCB	1.00	164	2.1829	.94941	.07414
	2.00	162	1.9933	.64812	.05092
OC	1.00	164	2.2058	.95003	.07418
	2.00	162	1.9861	.66539	.05228
POS	1.00	164	2.2329	1.00019	.07810
	2.00	162	2.4704	1.01772	.07996
PSS	1.00	164	2.1512	.90455	.07063
	2.00	162	2.3543	.92267	.07249
PF	1.00	164	2.2515	1.20693	.09425
	2.00	162	1.9228	.92845	.07295
REW	1.00	164	2.3049	1.10054	.08594
	2.00	162	2.0329	.76789	.06033
REC	1.00	164	2.2134	1.01582	.07932
	2.00	162	1.8663	.76090	.05978
PJS	1.00	164	2.1484	.97498	.07613
	2.00	162	1.9053	.69750	.05480
QI	1.00	164	2.1565	.95675	.07471
	2.00	162	2.6605	1.02722	.08071
JSB	1.00	164	2.4512	1.38289	.10799
	2.00	162	2.7284	1.12823	.08864

* First group is generation Y, and the second group is generation Z.

Appendix D: The Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS	Equal variances assumed	10.057	.002	3.214	324	.001	.38053	.11840	.14761	.61346
	Equal variances not assumed			3.219	308.486	.001	.38053	.11823	.14790	.61317
TO	Equal variances assumed	3.458	.064	.260	324	.795	.03327	.12773	-.21801	.28456
	Equal variances not assumed			.261	323.098	.795	.03327	.12768	-.21792	.28446
PE	Equal variances assumed	15.722	.000	2.303	324	.022	.26905	.11682	.03923	.49886
	Equal variances not assumed			2.306	309.087	.022	.26905	.11665	.03951	.49858
EN	Equal variances assumed	23.243	.000	2.374	324	.018	.21500	.09054	.03687	.39312
	Equal variances not assumed			2.380	284.128	.018	.21500	.09033	.03720	.39279
OCB	Equal variances assumed	21.779	.000	2.104	324	.036	.18966	.09014	.01232	.36700
	Equal variances not assumed			2.109	288.146	.036	.18966	.08994	.01264	.36668
OC	Equal variances assumed	16.536	.000	2.416	324	.016	.21968	.09095	.04076	.39860

	Equal variances not assumed			2.421	292.147	.016	.21968	.09075	.04107	.39830
POS	Equal variances assumed	.470	.494	-2.125	324	.034	-.23744	.11176	-.45731	-.01757
	Equal variances not assumed			-2.124	323.715	.034	-.23744	.11177	-.45734	-.01755
PSS	Equal variances assumed	.012	.912	-2.007	324	.046	-.20310	.10120	-.40220	-.00401
	Equal variances not assumed			-2.007	323.666	.046	-.20310	.10121	-.40222	-.00398
PF	Equal variances assumed	21.305	.000	2.754	324	.006	.32868	.11937	.09386	.56351
	Equal variances not assumed			2.758	305.717	.006	.32868	.11918	.09417	.56320
REW	Equal variances assumed	21.565	.000	2.585	324	.010	.27196	.10522	.06495	.47896
	Equal variances not assumed			2.590	291.563	.010	.27196	.10500	.06530	.47861
REC	Equal variances assumed	9.588	.002	3.489	324	.001	.34716	.09950	.15141	.54290
	Equal variances not assumed			3.495	302.085	.001	.34716	.09933	.15170	.54262
PJS	Equal variances assumed	12.585	.000	2.586	324	.010	.24302	.09399	.05811	.42793
	Equal variances not assumed			2.591	295.382	.010	.24302	.09380	.05841	.42763
QI	Equal variances assumed	2.762	.098	-4.585	324	.000	-.50399	.10993	-.72025	-.28773
	Equal variances not assumed			-4.583	321.771	.000	-.50399	.10998	-.72035	-.28763
JSB	Equal variances assumed	13.218	.000	-1.982	324	.048	-.27718	.13988	-.55237	-.00199
	Equal variances not assumed			-1.984	312.860	.048	-.27718	.13971	-.55206	-.00229

Appendix E: ANOVA and Post Hoc Test.

General Linear Model

Between-Subjects Factors

		Value Label	N
SECTION	1,00	Hotel	122
	2,00	Restaurant	20
	3,00	Cafe	20
TENURE	1,00	0-1	78
	2,00	1-5	68
	3,00	6+	16
POSITION	1,00	Supervisor	12
	2,00	Manager	4
	3,00	Employee	146

Descriptive Statistics

SECTION	TENURE	POSITION	Mean	Std. Deviation	N	
JS1	Hotel	0-1	Employee	1,7258	,81320	62
			Total	1,7258	,81320	62
		1-5	Supervisor	1,8000	,78881	10
			Employee	1,7353	,75111	34
			Total	1,7500	,75097	44
		6+	Supervisor	1,0000	,00000	2
	Manager		3,0000	,00000	2	
	Total	Employee	Employee	2,1667	1,26730	12
			Total	2,1250	1,20416	16
		Supervisor	Supervisor	1,6667	,77850	12
			Manager	3,0000	,00000	2
		Employee	Employee	1,7778	,85744	108
Total			1,7869	,85502	122	
Restaurant	0-1	Manager	1,0000	,00000	2	
		Employee	1,3333	,51640	6	
		Total	1,2500	,46291	8	
	1-5	Employee	1,9167	1,50504	12	
		Total	1,9167	1,50504	12	
	Total	Manager	1,0000	,00000	2	
Cafe	0-1	Employee	1,7222	1,27443	18	
		Total	1,6500	1,22582	20	
		Employee	1,6250	,51755	8	
	1-5	Employee	1,6250	,51755	8	
		Total	2,2500	1,28806	12	
	Total	Employee	2,2500	1,28806	12	
Total	0-1	Employee	2,0000	1,07606	20	
		Total	2,0000	1,07606	20	
		Manager	1,0000	,00000	2	
	Employee	Employee	1,6842	,76960	76	
		Total	1,6667	,76730	78	

		1-5	Supervisor	1,8000	,78881	10
			Employee	1,8793	1,06091	58
			Total	1,8676	1,02075	68
		6+	Supervisor	1,0000	,00000	2
			Manager	3,0000	,00000	2
			Employee	2,1667	1,26730	12
			Total	2,1250	1,20416	16
		Total	Supervisor	1,6667	,77850	12
			Manager	2,0000	1,15470	4
			Employee	1,8014	,94409	146
			Total	1,7963	,93343	162
TDO1	Hotel	0-1	Employee	2,1613	,85303	62
			Total	2,1613	,85303	62
		1-5	Supervisor	1,6000	,51640	10
			Employee	2,4706	1,30814	34
			Total	2,2727	1,22690	44
		6+	Supervisor	4,0000	,00000	2
			Manager	1,0000	,00000	2
			Employee	2,6667	1,15470	12
			Total	2,6250	1,25831	16
		Total	Supervisor	2,0000	1,04447	12
			Manager	1,0000	,00000	2
			Employee	2,3148	1,05590	108
			Total	2,2623	1,05864	122
	Restaurant	0-1	Manager	3,0000	,00000	2
			Employee	2,0000	,89443	6
			Total	2,2500	,88641	8
		1-5	Employee	1,8333	1,26730	12
			Total	1,8333	1,26730	12
		Total	Manager	3,0000	,00000	2
			Employee	1,8889	1,13183	18
			Total	2,0000	1,12390	20
	Cafe	0-1	Employee	2,2500	1,38873	8
			Total	2,2500	1,38873	8
		1-5	Employee	2,8333	1,40346	12
			Total	2,8333	1,40346	12
		Total	Employee	2,6000	1,39170	20
			Total	2,6000	1,39170	20
	Total	0-1	Manager	3,0000	,00000	2
			Employee	2,1579	,90998	76
			Total	2,1795	,90802	78
		1-5	Supervisor	1,6000	,51640	10
			Employee	2,4138	1,33816	58
			Total	2,2941	1,28201	68
		6+	Supervisor	4,0000	,00000	2
			Manager	1,0000	,00000	2
			Employee	2,6667	1,15470	12
			Total	2,6250	1,25831	16
		Total	Supervisor	2,0000	1,04447	12
			Manager	2,0000	1,15470	4
			Employee	2,3014	1,12262	146
			Total	2,2716	1,11469	162
PE1	Hotel	0-1	Employee	1,6290	,70673	62
			Total	1,6290	,70673	62
		1-5	Supervisor	2,4000	,69921	10

			Employee	1,9706	,90404	34
			Total	2,0682	,87332	44
		6+	Supervisor	4,0000	,00000	2
			Manager	4,0000	,00000	2
			Employee	2,4167	1,37895	12
			Total	2,8125	1,37689	16
		Total	Supervisor	2,6667	,88763	12
			Manager	4,0000	,00000	2
			Employee	1,8241	,89473	108
			Total	1,9426	,95605	122
	Restaurant	0-1	Manager	2,0000	,00000	2
			Employee	1,3333	,51640	6
			Total	1,5000	,53452	8
		1-5	Employee	2,0833	,99620	12
			Total	2,0833	,99620	12
		Total	Manager	2,0000	,00000	2
			Employee	1,8333	,92355	18
			Total	1,8500	,87509	20
	Cafe	0-1	Employee	1,7500	,46291	8
			Total	1,7500	,46291	8
		1-5	Employee	2,1667	,93744	12
			Total	2,1667	,93744	12
		Total	Employee	2,0000	,79472	20
			Total	2,0000	,79472	20
	Total	0-1	Manager	2,0000	,00000	2
			Employee	1,6184	,67265	76
			Total	1,6282	,66663	78
		1-5	Supervisor	2,4000	,69921	10
			Employee	2,0345	,91700	58
			Total	2,0882	,89335	68
		6+	Supervisor	4,0000	,00000	2
			Manager	4,0000	,00000	2
			Employee	2,4167	1,37895	12
			Total	2,8125	1,37689	16
		Total	Supervisor	2,6667	,88763	12
			Manager	3,0000	1,15470	4
			Employee	1,8493	,88155	146
			Total	1,9383	,92375	162
En	Hotel	0-1	Employee	1,7366	,45723	62
			Total	1,7366	,45723	62
		1-5	Supervisor	1,7333	,28545	10
			Employee	1,9706	,65452	34
			Total	1,9167	,59661	44
		6+	Supervisor	2,6667	,00000	2
			Manager	2,5000	,00000	2
			Employee	1,9444	,25950	12
			Total	2,1042	,36451	16
		Total	Supervisor	1,8889	,44571	12
			Manager	2,5000	,00000	2
			Employee	1,8333	,52060	108
			Total	1,8497	,51489	122
	Restaurant	0-1	Manager	2,0000	,00000	2
			Employee	1,3889	,31032	6
			Total	1,5417	,38576	8
		1-5	Employee	1,8889	1,30138	12
			Total	1,8889	1,30138	12

		Total	Manager	2,0000	,00000	2
			Employee	1,7222	1,08766	18
			Total	1,7500	1,03237	20
	Cafe	0-1	Employee	1,6667	,12599	8
			Total	1,6667	,12599	8
		1-5	Employee	2,4167	,91425	12
			Total	2,4167	,91425	12
		Total	Employee	2,1167	,79490	20
			Total	2,1167	,79490	20
	Total	0-1	Manager	2,0000	,00000	2
			Employee	1,7018	,43232	76
			Total	1,7094	,42930	78
		1-5	Supervisor	1,7333	,28545	10
			Employee	2,0460	,87959	58
			Total	2,0000	,82559	68
		6+	Supervisor	2,6667	,00000	2
			Manager	2,5000	,00000	2
			Employee	1,9444	,25950	12
			Total	2,1042	,36451	16
		Total	Supervisor	1,8889	,44571	12
			Manager	2,2500	,28868	4
			Employee	1,8584	,65838	146
			Total	1,8704	,63972	162
OCB	Hotel	0-1	Employee	1,8827	,52891	62
			Total	1,8827	,52891	62
		1-5	Supervisor	2,0000	,64425	10
			Employee	2,2353	,58451	34
			Total	2,1818	,59919	44
		6+	Supervisor	2,5455	,00000	2
			Manager	2,6364	,00000	2
			Employee	1,9697	,52772	12
			Total	2,1250	,53100	16
		Total	Supervisor	2,0909	,62022	12
			Manager	2,6364	,00000	2
			Employee	2,0034	,56492	108
			Total	2,0224	,56939	122
	Restaurant	0-1	Manager	2,0000	,00000	2
			Employee	1,5455	,45272	6
			Total	1,6591	,43666	8
		1-5	Employee	1,7273	1,04158	12
			Total	1,7273	1,04158	12
		Total	Manager	2,0000	,00000	2
			Employee	1,6667	,87753	18
			Total	1,7000	,83637	20
	Cafe	0-1	Employee	1,6136	,40291	8
			Total	1,6136	,40291	8
		1-5	Employee	2,4394	,88466	12
			Total	2,4394	,88466	12
		Total	Employee	2,1091	,82775	20
			Total	2,1091	,82775	20
	Total	0-1	Manager	2,0000	,00000	2
			Employee	1,8278	,51971	76
			Total	1,8322	,51365	78
		1-5	Supervisor	2,0000	,64425	10
			Employee	2,1724	,78567	58
			Total	2,1471	,76465	68

OC	Hotel	6+	Supervisor	2,5455	,00000	2		
			Manager	2,6364	,00000	2		
			Employee	1,9697	,52772	12		
			Total	2,1250	,53100	16		
		Total	Supervisor	2,0909	,62022	12		
			Manager	2,3182	,36740	4		
			Employee	1,9763	,65608	146		
			Total	1,9933	,64812	162		
			0-1	Employee	1,9355	,57248	62	
				Total	1,9355	,57248	62	
			1-5	Supervisor	1,9000	,63683	10	
				Employee	2,1176	,56150	34	
				Total	2,0682	,57910	44	
			6+	Supervisor	1,7500	,00000	2	
				Manager	3,0000	,00000	2	
				Employee	2,2500	,50000	12	
			Total	2,2813	,53910	16		
		Total	Supervisor	1,8750	,57899	12		
			Manager	3,0000	,00000	2		
			Employee	2,0278	,56817	108		
			Total	2,0287	,57782	122		
		Restaurant	0-1	Manager	1,7500	,00000	2	
				Employee	1,4583	,29226	6	
				Total	1,5313	,28150	8	
			1-5	Employee	1,7708	1,17965	12	
				Total	1,7708	1,17965	12	
		Total		Manager	1,7500	,00000	2	
				Employee	1,6667	,97392	18	
				Total	1,6750	,92160	20	
		Cafe	0-1	Employee	1,6875	,25877	8	
					Total	1,6875	,25877	8
				1-5	Employee	2,2708	,97385	12
				Total	2,2708	,97385	12	
		Total		Employee	2,0375	,81222	20	
				Total	2,0375	,81222	20	
		Total	0-1	Manager	1,7500	,00000	2	
					Employee	1,8717	,54695	76
					Total	1,8686	,54015	78
				1-5	Supervisor	1,9000	,63683	10
					Employee	2,0776	,81409	58
					Total	2,0515	,78887	68
				6+	Supervisor	1,7500	,00000	2
				Manager	3,0000	,00000	2	
				Employee	2,2500	,50000	12	
				Total	2,2813	,53910	16	
			Total	Supervisor	1,8750	,57899	12	
				Manager	2,3750	,72169	4	
			Employee	1,9846	,67096	146		
			Total	1,9861	,66539	162		
POS	Hotel	0-1	Employee	2,6677	1,00552	62		
				Total	2,6677	1,00552	62	
			1-5	Supervisor	1,9200	,85997	10	
				Employee	2,7824	1,11775	34	
				Total	2,5864	1,11680	44	
			6+	Supervisor	2,0000	,00000	2	
				Manager	3,2000	,00000	2	

			Employee	2,3500	,95394	12
			Total	2,4125	,88081	16
	Total		Supervisor	1,9333	,77850	12
			Manager	3,2000	,00000	2
			Employee	2,6685	1,03478	108
			Total	2,6049	1,02770	122
	Restaurant	0-1	Manager	3,6000	,00000	2
			Employee	1,7333	,57504	6
			Total	2,2000	,99139	8
		1-5	Employee	1,6333	,70754	12
			Total	1,6333	,70754	12
	Total		Manager	3,6000	,00000	2
			Employee	1,6667	,65079	18
			Total	1,8600	,85618	20
	Cafe	0-1	Employee	2,0000	,75593	8
			Total	2,0000	,75593	8
		1-5	Employee	2,4333	,93355	12
			Total	2,4333	,93355	12
	Total		Employee	2,2600	,87323	20
			Total	2,2600	,87323	20
	Total	0-1	Manager	3,6000	,00000	2
			Employee	2,5237	,99704	76
			Total	2,5513	,99880	78
		1-5	Supervisor	1,9200	,85997	10
			Employee	2,4724	1,09269	58
			Total	2,3912	1,07422	68
		6+	Supervisor	2,0000	,00000	2
			Manager	3,2000	,00000	2
			Employee	2,3500	,95394	12
			Total	2,4125	,88081	16
	Total		Supervisor	1,9333	,77850	12
			Manager	3,4000	,23094	4
			Employee	2,4890	1,02709	146
			Total	2,4704	1,01772	162
PSS	Hotel	0-1	Employee	2,4452	1,10226	62
			Total	2,4452	1,10226	62
		1-5	Supervisor	2,0000	,38873	10
			Employee	2,2882	,84307	34
			Total	2,2227	,76943	44
		6+	Supervisor	1,8000	,00000	2
			Manager	3,1000	,14142	2
			Employee	2,4000	,58465	12
			Total	2,4125	,60429	16
	Total		Supervisor	1,9667	,36013	12
			Manager	3,1000	,14142	2
			Employee	2,3907	,97574	108
			Total	2,3607	,93760	122
	Restaurant	0-1	Manager	2,6000	,00000	2
			Employee	1,8000	,55136	6
			Total	2,0000	,59522	8
		1-5	Employee	2,4833	,69522	12
			Total	2,4833	,69522	12
	Total		Manager	2,6000	,00000	2
			Employee	2,2556	,71556	18
			Total	2,2900	,68510	20
	Cafe	0-1	Employee	1,7500	,23299	8

			Total	1,7500	,23299	8
		1-5	Employee	2,8000	1,20605	12
			Total	2,8000	1,20605	12
		Total	Employee	2,3800	1,06800	20
			Total	2,3800	1,06800	20
	Total	0-1	Manager	2,6000	,00000	2
			Employee	2,3211	1,04055	76
			Total	2,3282	1,02791	78
		1-5	Supervisor	2,0000	,38873	10
			Employee	2,4345	,90932	58
			Total	2,3706	,86474	68
		6+	Supervisor	1,8000	,00000	2
			Manager	3,1000	,14142	2
			Employee	2,4000	,58465	12
			Total	2,4125	,60429	16
	Total		Supervisor	1,9667	,36013	12
			Manager	2,8500	,30000	4
			Employee	2,3726	,95603	146
			Total	2,3543	,92267	162
PF	Hotel	0-1	Employee	1,9153	,88469	62
			Total	1,9153	,88469	62
		1-5	Supervisor	1,5750	,50069	10
			Employee	2,2279	,95021	34
			Total	2,0795	,90665	44
		6+	Supervisor	1,0000	,00000	2
			Manager	2,8750	,17678	2
			Employee	2,0000	,60302	12
			Total	1,9844	,70986	16
	Total		Supervisor	1,4792	,50518	12
			Manager	2,8750	,17678	2
			Employee	2,0231	,88440	108
			Total	1,9836	,86885	122
	Restaurant	0-1	Manager	2,0000	,00000	2
			Employee	1,0000	,00000	6
			Total	1,2500	,46291	8
		1-5	Employee	1,6875	,76221	12
			Total	1,6875	,76221	12
	Total		Manager	2,0000	,00000	2
			Employee	1,4583	,69795	18
			Total	1,5125	,68092	20
	Cafe	0-1	Employee	1,1875	,37201	8
			Total	1,1875	,37201	8
		1-5	Employee	2,4792	1,53170	12
			Total	2,4792	1,53170	12
	Total		Employee	1,9625	1,35305	20
			Total	1,9625	1,35305	20
	Total	0-1	Manager	2,0000	,00000	2
			Employee	1,7664	,86635	76
			Total	1,7724	,85583	78
		1-5	Supervisor	1,5750	,50069	10
			Employee	2,1681	1,07645	58
			Total	2,0809	1,03163	68
		6+	Supervisor	1,0000	,00000	2
			Manager	2,8750	,17678	2
			Employee	2,0000	,60302	12
			Total	1,9844	,70986	16

		Total	Supervisor	1,4792	,50518	12
			Manager	2,4375	,51539	4
			Employee	1,9452	,95299	146
		Total	Total	1,9228	,92845	162
REW	Hotel	0-1	Employee	2,1290	,74744	62
		Total	Total	2,1290	,74744	62
		1-5	Supervisor	1,6667	,60858	10
			Employee	2,1373	,81698	34
		Total	Total	2,0303	,79344	44
		6+	Supervisor	2,0000	,00000	2
			Manager	2,1667	,23570	2
			Employee	1,5000	,22473	12
		Total	Total	1,6458	,33264	16
		Total	Supervisor	1,7222	,56557	12
			Manager	2,1667	,23570	2
			Employee	2,0617	,75456	108
		Total	Total	2,0301	,73731	122
	Restaurant	0-1	Manager	2,5000	,23570	2
			Employee	1,5000	,78174	6
		Total	Total	1,7500	,81162	8
		1-5	Employee	1,6944	,80977	12
		Total	Total	1,6944	,80977	12
		Total	Manager	2,5000	,23570	2
			Employee	1,6296	,78290	18
		Total	Total	1,7167	,78937	20
	Cafe	0-1	Employee	1,9583	,67700	8
		Total	Total	1,9583	,67700	8
		1-5	Employee	2,6389	,83434	12
		Total	Total	2,6389	,83434	12
		Total	Employee	2,3667	,82999	20
		Total	Total	2,3667	,82999	20
	Total	0-1	Manager	2,5000	,23570	2
			Employee	2,0614	,75368	76
		Total	Total	2,0726	,74757	78
		1-5	Supervisor	1,6667	,60858	10
			Employee	2,1494	,86105	58
		Total	Total	2,0784	,84272	68
		6+	Supervisor	2,0000	,00000	2
			Manager	2,1667	,23570	2
			Employee	1,5000	,22473	12
		Total	Total	1,6458	,33264	16
		Total	Supervisor	1,7222	,56557	12
			Manager	2,3333	,27217	4
			Employee	2,0502	,78622	146
		Total	Total	2,0329	,76789	162
REC	Hotel	0-1	Employee	1,7312	,70346	62
		Total	Total	1,7312	,70346	62
		1-5	Supervisor	1,6000	,26294	10
			Employee	2,1765	,87323	34
		Total	Total	2,0455	,81202	44
		6+	Supervisor	2,3333	,47140	2
			Manager	3,0000	,47140	2
			Employee	1,7778	,45690	12
		Total	Total	2,0000	,60858	16
		Total	Supervisor	1,7222	,39781	12

			Manager	3,0000	,47140	2
			Employee	1,8765	,76202	108
			Total	1,8798	,74359	122
	Restaurant	0-1	Manager	1,6667	,00000	2
			Employee	1,3889	,49065	6
			Total	1,4583	,43416	8
		1-5	Employee	1,5833	1,00629	12
			Total	1,5833	1,00629	12
		Total	Manager	1,6667	,00000	2
			Employee	1,5185	,85728	18
			Total	1,5333	,81219	20
	Cafe	0-1	Employee	1,8750	,46930	8
			Total	1,8750	,46930	8
		1-5	Employee	2,2778	,85083	12
			Total	2,2778	,85083	12
		Total	Employee	2,1167	,73568	20
			Total	2,1167	,73568	20
	Total	0-1	Manager	1,6667	,00000	2
			Employee	1,7193	,67121	76
			Total	1,7179	,66249	78
		1-5	Supervisor	1,6000	,26294	10
			Employee	2,0747	,91775	58
			Total	2,0049	,86864	68
		6+	Supervisor	2,3333	,47140	2
			Manager	3,0000	,47140	2
			Employee	1,7778	,45690	12
			Total	2,0000	,60858	16
		Total	Supervisor	1,7222	,39781	12
			Manager	2,3333	,81650	4
			Employee	1,8653	,78059	146
			Total	1,8663	,76090	162
PJS	Hotel	0-1	Employee	1,8172	,59346	62
			Total	1,8172	,59346	62
		1-5	Supervisor	1,7333	,71665	10
			Employee	2,1373	,64153	34
			Total	2,0455	,67280	44
		6+	Supervisor	2,8333	,23570	2
			Manager	2,5000	,23570	2
			Employee	2,1667	,78496	12
			Total	2,2917	,71880	16
		Total	Supervisor	1,9167	,78012	12
			Manager	2,5000	,23570	2
			Employee	1,9568	,64625	108
			Total	1,9617	,65583	122
	Restaurant	0-1	Manager	3,5000	,23570	2
			Employee	1,3889	,32773	6
			Total	1,9167	1,01965	8
		1-5	Employee	1,3889	,61682	12
			Total	1,3889	,61682	12
		Total	Manager	3,5000	,23570	2
			Employee	1,3889	,52705	18
			Total	1,6000	,82078	20
	Cafe	0-1	Employee	1,5000	,39841	8
			Total	1,5000	,39841	8
		1-5	Employee	2,1111	,86845	12

		Total	Total	2,1111	,86845	12
		Total	Employee	1,8667	,76777	20
			Total	1,8667	,76777	20
	Total	0-1	Manager	3,5000	,23570	2
			Employee	1,7500	,57381	76
			Total	1,7949	,63161	78
		1-5	Supervisor	1,7333	,71665	10
			Employee	1,9770	,74106	58
			Total	1,9412	,73740	68
		6+	Supervisor	2,8333	,23570	2
			Manager	2,5000	,23570	2
			Employee	2,1667	,78496	12
			Total	2,2917	,71880	16
	Total		Supervisor	1,9167	,78012	12
			Manager	3,0000	,60858	4
			Employee	1,8744	,67255	146
			Total	1,9053	,69750	162
QI	Hotel	0-1	Employee	2,8280	1,04845	62
			Total	2,8280	1,04845	62
		1-5	Supervisor	2,0667	,68132	10
			Employee	2,3039	,81801	34
			Total	2,2500	,78791	44
		6+	Supervisor	2,6667	,00000	2
			Manager	2,6667	,00000	2
			Employee	2,5000	,82266	12
			Total	2,5417	,70842	16
	Total		Supervisor	2,1667	,65905	12
			Manager	2,6667	,00000	2
			Employee	2,6265	,98030	108
			Total	2,5820	,95304	122
	Restaurant	0-1	Manager	2,6667	,00000	2
			Employee	2,2222	1,64204	6
			Total	2,3333	1,40294	8
		1-5	Employee	3,0000	,87617	12
			Total	3,0000	,87617	12
	Total		Manager	2,6667	,00000	2
			Employee	2,7407	1,19670	18
			Total	2,7333	1,13220	20
	Cafe	0-1	Employee	3,6667	1,49071	8
			Total	3,6667	1,49071	8
		1-5	Employee	2,6667	1,00504	12
			Total	2,6667	1,00504	12
	Total		Employee	3,0667	1,28691	20
			Total	3,0667	1,28691	20
	Total	0-1	Manager	2,6667	,00000	2
			Employee	2,8684	1,17641	76
			Total	2,8632	1,16147	78
		1-5	Supervisor	2,0667	,68132	10
			Employee	2,5230	,90075	58
			Total	2,4559	,88268	68
		6+	Supervisor	2,6667	,00000	2
			Manager	2,6667	,00000	2
			Employee	2,5000	,82266	12
			Total	2,5417	,70842	16
	Total		Supervisor	2,1667	,65905	12

JSB	Hotel	0-1	Manager	2,6667	,00000	4
			Employee	2,7009	1,05680	146
			Total	2,6605	1,02722	162
		1-5	Employee	3,0430	,97973	62
			Total	3,0430	,97973	62
			Supervisor	1,8667	,54885	10
		6+	Employee	2,5882	1,16359	34
			Total	2,4242	1,09347	44
			Supervisor	2,0000	,00000	2
		Total	Manager	3,0000	,00000	2
			Employee	2,8210	1,10077	108
			Total	2,7322	1,08300	122
	Restaurant	0-1	Manager	1,0000	,00000	2
			Employee	3,1111	,98131	6
			Total	2,5833	1,28174	8
		1-5	Employee	2,0556	1,17063	12
			Total	2,0556	1,17063	12
		Total	Manager	1,0000	,00000	2
	Cafe	0-1	Employee	2,4074	1,19670	18
			Total	2,2667	1,21203	20
			Employee	3,8333	1,32137	8
		1-5	Total	3,8333	1,32137	8
			Employee	2,7222	,89706	12
		Total	Total	2,7222	,89706	12
	Total	0-1	Employee	3,1667	1,19208	20
			Total	3,1667	1,19208	20
			Manager	1,0000	,00000	2
			Employee	3,1316	1,03291	76
			Total	3,0769	1,07433	78
			1-5	Supervisor	1,8667	,54885
Employee		2,5057		1,12259	58	
Total		2,4118		1,07915	68	
6+		Supervisor	2,0000	,00000	2	
		Manager	3,0000	,00000	2	
		Employee	2,3333	1,30268	12	
Total		Total	2,3750	1,14746	16	
	Supervisor	1,8889	,49916	12		
	Manager	2,0000	1,15470	4		
Total	Employee	2,8174	1,13400	146		
	Total	2,7284	1,12823	162		

Box's Test of Equality of Covariance Matrices(a)

Box's M	368,380
F	2,875
df1	105
df2	15004,144
Sig.	,000

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a Design: Intercept+SECTION+TENURE+POSITION+SECTION * TENURE+SECTION * POSITION+TENURE * POSITION+SECTION * TENURE * POSITION

Multivariate Tests(c)

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	,889	79,343(a)	14,000	138,000	,000	,889
	Wilks' Lambda	,111	79,343(a)	14,000	138,000	,000	,889
	Hotelling's Trace	8,049	79,343(a)	14,000	138,000	,000	,889
	Roy's Largest Root	8,049	79,343(a)	14,000	138,000	,000	,889
SECTION	Pillai's Trace	,346	2,080	28,000	278,000	,002	,173
	Wilks' Lambda	,679	2,103(a)	28,000	276,000	,001	,176
	Hotelling's Trace	,435	2,126	28,000	274,000	,001	,178
	Roy's Largest Root	,314	3,122(b)	14,000	139,000	,000	,239
TENURE	Pillai's Trace	,494	3,254	28,000	278,000	,000	,247
	Wilks' Lambda	,565	3,253(a)	28,000	276,000	,000	,248
	Hotelling's Trace	,664	3,251	28,000	274,000	,000	,249
	Roy's Largest Root	,409	4,062(b)	14,000	139,000	,000	,290
POSITION	Pillai's Trace	,358	2,167	28,000	278,000	,001	,179
	Wilks' Lambda	,674	2,152(a)	28,000	276,000	,001	,179
	Hotelling's Trace	,437	2,138	28,000	274,000	,001	,179
	Roy's Largest Root	,233	2,316(b)	14,000	139,000	,007	,189
SECTION * TENURE	Pillai's Trace	,322	1,904	28,000	278,000	,005	,161
	Wilks' Lambda	,703	1,902(a)	28,000	276,000	,005	,162
	Hotelling's Trace	,388	1,900	28,000	274,000	,005	,163
	Roy's Largest Root	,248	2,462(b)	14,000	139,000	,004	,199
SECTION * POSITION	Pillai's Trace	,000	.(a)	,000	,000	.	.
	Wilks' Lambda	1,000	.(a)	,000	144,500	.	.
	Hotelling's Trace	,000	.(a)	,000	2,000	.	.
	Roy's Largest Root	,000	,000(a)	14,000	137,000	1,000	,000
TENURE * POSITION	Pillai's Trace	,178	2,141(a)	14,000	138,000	,013	,178
	Wilks' Lambda	,822	2,141(a)	14,000	138,000	,013	,178
	Hotelling's Trace	,217	2,141(a)	14,000	138,000	,013	,178
	Roy's Largest Root	,217	2,141(a)	14,000	138,000	,013	,178
SECTION * TENURE * POSITION	Pillai's Trace	,000	.(a)	,000	,000	.	.
	Wilks' Lambda	1,000	.(a)	,000	144,500	.	.
	Hotelling's Trace	,000	.(a)	,000	2,000	.	.
	Roy's Largest Root	,000	,000(a)	14,000	137,000	1,000	,000

a Exact statistic

b The statistic is an upper bound on F that yields a lower bound on the significance level.

c Design: Intercept+SECTION+TENURE+POSITION+SECTION * TENURE+SECTION * POSITION+TENURE * POSITION+SECTION * TENURE * POSITION

Levene's Test of Equality of Error Variances(a)

	F	df1	df2	Sig.
JS1	2,831	10	151	,003
TDO1	4,081	10	151	,000
PE1	1,861	10	151	,055
En	5,640	10	151	,000

OCB	2,418	10	151	,011
OC	3,180	10	151	,001
POS	2,072	10	151	,030
PSS	5,163	10	151	,000
PF	5,327	10	151	,000
REW	1,306	10	151	,232
REC	2,753	10	151	,004
PJS	1,133	10	151	,341
QI	3,626	10	151	,000
JSB	2,242	10	151	,018

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a Design: Intercept+SECTION+TENURE+POSITION+SECTION * TENURE+SECTION * POSITION+TENURE * POSITION+SECTION * TENURE * POSITION

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Corrected Model	JS1	11,680(a)	10	1,168	,371	,199	,083	
	TDO1	25,292(b)	10	2,529	,185	,022	,126	
	PE1	31,211(c)	10	3,121	,439	,000	,227	
	En	9,108(d)	10	,911	,422	,011	,138	
	OCB	9,787(e)	10	,979	,555	,007	,145	
	OC	7,849(f)	10	,785	,869	,054	,110	
	POS	26,440(g)	10	2,644	,845	,003	,159	
	PSS	11,136(h)	10	1,114	,335	,216	,081	
	PF	21,792(i)	10	2,179	,813	,003	,157	
	REW	13,696(j)	10	1,370	,546	,007	,144	
	REC	12,653(k)	10	1,265	,372	,012	,136	
	PJS	17,565(l)	10	1,756	,365	,000	,224	
	QI	20,532(m)	10	2,053	,076	,030	,121	
	JSB	39,366(n)	10	3,937	,590	,000	,192	
	Intercept	JS1	93,730	1	93,730	10,058	,000	,422
		TDO1	160,610	1	160,610	38,776	,000	,479
PE1		182,958	1	182,958	60,208	,000	,633	
En		124,575	1	124,575	31,288	,000	,687	
OCB		128,355	1	128,355	35,082	,000	,689	
OC		118,963	1	118,963			,652	

					83,192	000	
	POS	179,207	1	179,207	92,850	'000	,561
	PSS	166,763	1	166,763	99,969	'000	,570
	PF	100,482	1	100,482	29,690	'000	,462
	REW	124,979	1	124,979	32,298	'000	,606
	REC	114,362	1	114,362	14,358	'000	,587
	PJS	147,687	1	147,687	67,019	'000	,709
	QI	219,250	1	219,250	21,672	'000	,595
	JSB	159,439	1	159,439	45,407	'000	,491
SECTION	JS1	,958	2	,479	563	'571	,007
	TDO1	3,495	2	1,747	,510	'224	,020
	PE1	,596	2	,298	424	'655	,006
	En	1,416	2	,708	,883	'156	,024
	OCB	2,435	2	1,217	,178	'044	,040
	OC	2,301	2	1,151	,739	'068	,035
	POS	16,648	2	8,324	,958	'000	,106
	PSS	,738	2	,369	443	'643	,006
	PF	7,429	2	3,714	,794	'010	,060
	REW	4,884	2	2,442	,539	'012	,057
	REC	3,575	2	1,787	,350	'038	,042
	PJS	4,791	2	2,396	,953	'003	,073
	QI	5,740	2	2,870	,902	'058	,037
	JSB	4,748	2	2,374	,165	'118	,028
TENURE	JS1	5,525	2	2,763	,244	'042	,041
	TDO1	11,524	2	5,762	,979	'008	,062
	PE1	13,268	2	6,634	,435	'000	,111
	En	4,522	2	2,261	,013	'003	,074
	OCB	2,380	2	1,190	,106	'048	,040
	OC	2,929	2	1,464	,486	'033	,044
	POS	,259	2	,129		'	,002

					139	870	
	PSS	4,583	2	2,291	,748	,067	,035
	PF	9,393	2	4,696	,061	,003	,074
	REW	,520	2	,260	483	,618	,006
	REC	1,157	2	,578	,084	,341	,014
	PJS	3,808	2	1,904	,731	,010	,059
	QI	1,556	2	,778	786	,457	,010
	JSB	16,356	2	8,178	,458	,001	,090
POSITION	JS1	3,499	2	1,750	,054	,132	,026
	TDO1	4,218	2	2,109	,822	,165	,024
	PE1	6,953	2	3,477	,945	,008	,061
	En	1,082	2	,541	,438	,241	,019
	OCB	,818	2	,409	,067	,346	,014
	OC	1,910	2	,955	,273	,106	,029
	POS	5,831	2	2,916	,138	,046	,040
	PSS	2,813	2	1,407	,687	,189	,022
	PF	5,987	2	2,993	,864	,023	,049
	REW	1,641	2	,821	,525	,221	,020
	REC	1,302	2	,651	,221	,298	,016
	PJS	4,649	2	2,324	,777	,004	,071
	QI	,201	2	,100	101	,904	,001
	JSB	6,206	2	3,103	,830	,062	,036
SECTION *	JS1	2,240	2	1,120	,315	,272	,017
TENURE	TDO1	1,255	2	,628	542	,583	,007
	PE1	,565	2	,283	402	,670	,005
	En	1,153	2	,577	,534	,219	,020
	OCB	1,109	2	,555	,448	,238	,019
	OC	,646	2	,323	769	,465	,010
	POS	,657	2	,329	354	,703	,005
	PSS	7,092	2	3,546	,252	,016	,053
	PF	3,914	2	1,957	,526	,083	,032
	REW	1,796	2	,898	,669	,192	,022
	REC	,213	2	,106	200	,819	,003
	PJS	,816	2	,408	,014	,365	,013

SECTION * POSITION	QI	7,589	2	3,794	,836	024	,048
	JSB	2,509	2	1,254	,144	321	,015
	JS1	,000	0	.	.	.	,000
	TDO1	,000	0	.	.	.	,000
	PE1	,000	0	.	.	.	,000
	En	,000	0	.	.	.	,000
	OCB	,000	0	.	.	.	,000
	OC	,000	0	.	.	.	,000
	POS	,000	0	.	.	.	,000
	PSS	,000	0	.	.	.	,000
	PF	,000	0	.	.	.	,000
	REW	,000	0	.	.	.	,000
	REC	,000	0	.	.	.	,000
	PJS	,000	0	.	.	.	,000
	QI	,000	0	.	.	.	,000
TENURE * POSITION	JSB	,000	0	.	.	.	,000
	JS1	2,127	1	2,127	,498	116	,016
	TDO1	6,815	1	6,815	,888	016	,038
	PE1	1,868	1	1,868	,657	105	,017
	En	1,292	1	1,292	,435	066	,022
	OCB	,923	1	,923	,409	123	,016
	OC	,112	1	,112	266	607	,002
	POS	,368	1	,368	396	530	,003
	PSS	,136	1	,136	164	687	,001
	PF	,169	1	,169	218	641	,001
	REW	1,322	1	1,322	,457	119	,016
	REC	1,798	1	1,798	,370	068	,022
	PJS	1,608	1	1,608	,996	047	,026
	QI	,229	1	,229	231	631	,002
	JSB	,211	1	,211	193	661	,001
SECTION * TENURE * POSITION	JS1	,000	0	.	.	.	,000
	TDO1	,000	0	.	.	.	,000
	PE1	,000	0	.	.	.	,000
	En	,000	0	.	.	.	,000
	OCB	,000	0	.	.	.	,000
	OC	,000	0	.	.	.	,000
	POS	,000	0	.	.	.	,000
	PSS	,000	0	.	.	.	,000
	PF	,000	0	.	.	.	,000
	REW	,000	0	.	.	.	,000
	REC	,000	0	.	.	.	,000

	PJS	,000	0	.	.	,000
	QI	,000	0	.	.	,000
	JSB	,000	0	.	.	,000
Error	JS1	128,598	151	,852		
	TDO1	174,758	151	1,157		
	PE1	106,172	151	,703		
	En	56,781	151	,376		
	OCB	57,842	151	,383		
	OC	63,432	151	,420		
	POS	140,318	151	,929		
	PSS	125,926	151	,834		
	PF	116,993	151	,775		
	REW	81,239	151	,538		
	REC	80,560	151	,534		
	PJS	60,762	151	,402		
	QI	149,350	151	,989		
	JSB	165,572	151	1,097		
Total	JS1	663,000	162			
	TDO1	1036,000	162			
	PE1	746,000	162			
	En	632,611	162			
	OCB	711,273	162			
	OC	710,313	162			
	POS	1155,400	162			
	PSS	1035,000	162			
	PF	737,750	162			
	REW	764,444	162			
	REC	657,444	162			
	PJS	666,444	162			
	QI	1316,556	162			
	JSB	1410,889	162			
Corrected Total	JS1	140,278	161			
	TDO1	200,049	161			
	PE1	137,383	161			
	En	65,889	161			
	OCB	67,629	161			
	OC	71,281	161			
	POS	166,758	161			
	PSS	137,062	161			
	PF	138,785	161			
	REW	94,936	161			
	REC	93,213	161			
	PJS	78,326	161			
	QI	169,883	161			
	JSB	204,938	161			

- a R Squared = ,083 (Adjusted R Squared = ,023)
 b R Squared = ,126 (Adjusted R Squared = ,069)
 c R Squared = ,227 (Adjusted R Squared = ,176)
 d R Squared = ,138 (Adjusted R Squared = ,081)
 e R Squared = ,145 (Adjusted R Squared = ,088)
 f R Squared = ,110 (Adjusted R Squared = ,051)
 g R Squared = ,159 (Adjusted R Squared = ,103)

h R Squared = ,081 (Adjusted R Squared = ,020)
i R Squared = ,157 (Adjusted R Squared = ,101)
j R Squared = ,144 (Adjusted R Squared = ,088)
k R Squared = ,136 (Adjusted R Squared = ,079)
l R Squared = ,224 (Adjusted R Squared = ,173)
m R Squared = ,121 (Adjusted R Squared = ,063)
n R Squared = ,192 (Adjusted R Squared = ,139)

Estimated Marginal Means

1. SECTION

Dependent Variable	SECTION	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
JS1	Hotel	1,905(a)	,171	1,568	2,242
	Restaurant	1,417(a)	,266	,890	1,943
	Cafe	1,938(a)	,211	1,521	2,354
TDO1	Hotel	2,316(a)	,199	1,924	2,709
	Restaurant	2,278(a)	,311	1,664	2,891
	Cafe	2,542(a)	,246	2,057	3,027
PE1	Hotel	2,736(a)	,155	2,430	3,042
	Restaurant	1,806(a)	,242	1,327	2,284
	Cafe	1,958(a)	,191	1,580	2,336
En	Hotel	2,092(a)	,113	1,868	2,316
	Restaurant	1,759(a)	,177	1,410	2,109
	Cafe	2,042(a)	,140	1,765	2,318
OCB	Hotel	2,212(a)	,114	1,986	2,438
	Restaurant	1,758(a)	,179	1,405	2,111
	Cafe	2,027(a)	,141	1,747	2,306
OC	Hotel	2,159(a)	,120	1,922	2,395
	Restaurant	1,660(a)	,187	1,290	2,029
	Cafe	1,979(a)	,148	1,687	2,271
POS	Hotel	2,487(a)	,178	2,135	2,839
	Restaurant	2,322(a)	,278	1,772	2,872
	Cafe	2,217(a)	,220	1,782	2,651
PSS	Hotel	2,339(a)	,169	2,006	2,672
	Restaurant	2,294(a)	,264	1,774	2,815
	Cafe	2,275(a)	,208	1,863	2,687
PF	Hotel	1,932(a)	,163	1,611	2,254
	Restaurant	1,563(a)	,254	1,060	2,065
	Cafe	1,833(a)	,201	1,436	2,230
REW	Hotel	1,933(a)	,136	1,666	2,201
	Restaurant	1,898(a)	,212	1,480	2,317
	Cafe	2,299(a)	,167	1,968	2,629
REC	Hotel	2,103(a)	,135	1,836	2,370
	Restaurant	1,546(a)	,211	1,130	1,963
	Cafe	2,076(a)	,167	1,747	2,406
PJS	Hotel	2,198(a)	,117	1,966	2,430
	Restaurant	2,093(a)	,183	1,731	2,454
	Cafe	1,806(a)	,145	1,520	2,092
QI	Hotel	2,505(a)	,184	2,142	2,868
	Restaurant	2,630(a)	,287	2,062	3,197

JSB	Cafe	3,167(a)	,227	2,718	3,615
	Hotel	2,472(a)	,193	2,090	2,854
	Restaurant	2,056(a)	,302	1,458	2,653
	Cafe	3,278(a)	,239	2,806	3,750

a Based on modified population marginal mean.

2. TENURE

Dependent Variable	TENURE	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
JS1	0-1	1,421(a)	,207	1,011	1,831
	1-5	1,925(a)	,126	1,677	2,174
	6+	2,056(a)	,320	1,423	2,688
TDO1	0-1	2,353(a)	,242	1,875	2,830
	1-5	2,184(a)	,146	1,895	2,473
	6+	2,556(a)	,373	1,818	3,293
PE1	0-1	1,678(a)	,188	1,306	2,050
	1-5	2,155(a)	,114	1,930	2,381
	6+	3,472(a)	,291	2,897	4,047
En	0-1	1,698(a)	,138	1,426	1,970
	1-5	2,002(a)	,083	1,838	2,167
	6+	2,370(a)	,213	1,950	2,791
OCB	0-1	1,760(a)	,139	1,486	2,035
	1-5	2,100(a)	,084	1,934	2,267
	6+	2,384(a)	,215	1,960	2,808
OC	0-1	1,708(a)	,146	1,420	1,996
	1-5	2,015(a)	,088	1,841	2,189
	6+	2,333(a)	,225	1,889	2,778
POS	0-1	2,500(a)	,217	2,072	2,928
	1-5	2,192(a)	,131	1,933	2,451
	6+	2,517(a)	,334	1,856	3,177
PSS	0-1	2,149(a)	,205	1,743	2,554
	1-5	2,393(a)	,124	2,147	2,638
	6+	2,433(a)	,317	1,807	3,059
PF	0-1	1,526(a)	,198	1,135	1,916
	1-5	1,992(a)	,120	1,756	2,229
	6+	1,958(a)	,305	1,355	2,562
REW	0-1	2,022(a)	,165	1,696	2,347
	1-5	2,034(a)	,100	1,837	2,231
	6+	1,889(a)	,254	1,386	2,392
REC	0-1	1,665(a)	,164	1,341	1,990
	1-5	1,909(a)	,099	1,713	2,106
	6+	2,370(a)	,253	1,870	2,871
PJS	0-1	2,052(a)	,143	1,770	2,333
	1-5	1,843(a)	,086	1,672	2,013
	6+	2,500(a)	,220	2,065	2,935
QI	0-1	2,846(a)	,223	2,404	3,287
	1-5	2,509(a)	,135	2,242	2,777
	6+	2,611(a)	,345	1,929	3,293
JSB	0-1	2,747(a)	,235	2,282	3,212

1-5	2,308(a)	,142	2,027	2,590
6+	2,444(a)	,363	1,727	3,162

a Based on modified population marginal mean.

3. POSITION

Dependent Variable	POSITION	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
JS1	Supervisor	1,400(a)	,357	,694	2,106
	Manager	2,000(a)	,461	1,088	2,912
	Employee	1,822(a)	,101	1,622	2,021
TDO1	Supervisor	2,800(a)	,417	1,977	3,623
	Manager	2,000(a)	,538	,937	3,063
	Employee	2,316(a)	,118	2,084	2,549
PE1	Supervisor	3,200(a)	,325	2,558	3,842
	Manager	3,000(a)	,419	2,172	3,828
	Employee	1,907(a)	,092	1,726	2,088
En	Supervisor	2,200(a)	,237	1,731	2,669
	Manager	2,250(a)	,307	1,644	2,856
	Employee	1,859(a)	,067	1,726	1,992
OCB	Supervisor	2,273(a)	,240	1,799	2,746
	Manager	2,318(a)	,309	1,707	2,930
	Employee	1,916(a)	,068	1,782	2,050
OC	Supervisor	1,825(a)	,251	1,329	2,321
	Manager	2,375(a)	,324	1,735	3,015
	Employee	1,927(a)	,071	1,787	2,067
POS	Supervisor	1,960(a)	,373	1,222	2,698
	Manager	3,400(a)	,482	2,448	4,352
	Employee	2,229(a)	,106	2,020	2,437
PSS	Supervisor	1,900(a)	,354	1,201	2,599
	Manager	2,850(a)	,457	1,948	3,752
	Employee	2,281(a)	,100	2,083	2,478
PF	Supervisor	1,288(a)	,341	,614	1,961
	Manager	2,438(a)	,440	1,568	3,307
	Employee	1,785(a)	,096	1,595	1,976
REW	Supervisor	1,833(a)	,284	1,272	2,395
	Manager	2,333(a)	,367	1,609	3,058
	Employee	1,937(a)	,080	1,778	2,095
REC	Supervisor	1,967(a)	,283	1,408	2,526
	Manager	2,333(a)	,365	1,612	3,055
	Employee	1,830(a)	,080	1,672	1,988
PJS	Supervisor	2,283(a)	,246	1,798	2,769
	Manager	3,000(a)	,317	2,373	3,627
	Employee	1,787(a)	,069	1,650	1,924
QI	Supervisor	2,367(a)	,385	1,606	3,128
	Manager	2,667(a)	,497	1,684	3,649
	Employee	2,741(a)	,109	2,526	2,956
JSB	Supervisor	1,933(a)	,406	1,132	2,735
	Manager	2,000(a)	,524	,966	3,034
	Employee	2,812(a)	,115	2,586	3,039

a Based on modified population marginal mean.

4. Grand Mean

Dependent Variable	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
JS1	1,778(a)	,124	1,532	2,023
TDO1	2,347(a)	,145	2,061	2,633
PE1	2,341(a)	,113	2,118	2,564
En	1,992(a)	,082	1,829	2,155
OCB	2,054(a)	,083	1,890	2,219
OC	1,990(a)	,087	1,818	2,162
POS	2,393(a)	,130	2,137	2,649
PSS	2,315(a)	,123	2,073	2,558
PF	1,813(a)	,118	1,580	2,047
REW	1,990(a)	,099	1,795	2,185
REC	1,946(a)	,098	1,752	2,140
PJS	2,098(a)	,085	1,929	2,266
QI	2,659(a)	,134	2,395	2,924
JSB	2,505(a)	,141	2,227	2,783

a Based on modified population marginal mean.

Post Hoc Tests

SECTION

Multiple Comparisons

LSD

Dependent Variable	(I) SECTION	(J) SECTION	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1	Hotel	Restaurant	,1369	,22263	,540	-,3030	,5768
		Cafe	-,2131	,22263	,340	-,6530	,2268
	Restaurant	Hotel	-,1369	,22263	,540	-,5768	,3030
		Cafe	-,3500	,29183	,232	-,9266	,2266
	Cafe	Hotel	,2131	,22263	,340	-,2268	,6530
		Restaurant	,3500	,29183	,232	-,2266	,9266
TDO1	Hotel	Restaurant	,2623	,25952	,314	-,2505	,7751
		Cafe	-,3377	,25952	,195	-,8505	,1751
	Restaurant	Hotel	-,2623	,25952	,314	-,7751	,2505
		Cafe	-,6000	,34020	,080	-1,2722	,0722
	Cafe	Hotel	,3377	,25952	,195	-,1751	,8505
		Restaurant	,6000	,34020	,080	-,0722	1,2722
PE1	Hotel	Restaurant	,0926	,20229	,648	-,3071	,4923
		Cafe	-,0574	,20229	,777	-,4571	,3423
	Restaurant	Hotel	-,0926	,20229	,648	-,4923	,3071
		Cafe	-,1500	,26516	,572	-,6739	,3739
	Cafe	Hotel	,0574	,20229	,777	-,3423	,4571
		Restaurant	,1500	,26516	,572	-,3739	,6739

En	Hotel	Restaurant	,0997	,14793	,501	-,1926	,3920
		Cafe	-,2669	,14793	,073	-,5592	,0253
OCB	Restaurant	Hotel	-,0997	,14793	,501	-,3920	,1926
		Cafe	-,3667	,19392	,061	-,7498	,0165
	Cafe	Hotel	,2669	,14793	,073	-,0253	,5592
		Restaurant	,3667	,19392	,061	-,0165	,7498
OCB	Hotel	Restaurant	,3224(*)	,14931	,032	,0274	,6174
		Cafe	-,0867	,14931	,562	-,3817	,2083
	Restaurant	Hotel	-,3224(*)	,14931	,032	-,6174	-,0274
		Cafe	-,4091(*)	,19572	,038	-,7958	-,0224
OC	Cafe	Hotel	,0867	,14931	,562	-,2083	,3817
		Restaurant	,4091(*)	,19572	,038	,0224	,7958
	Hotel	Restaurant	,3537(*)	,15636	,025	,0448	,6626
		Cafe	-,0088	,15636	,955	-,3177	,3001
POS	Restaurant	Hotel	-,3537(*)	,15636	,025	-,6626	-,0448
		Cafe	-,3625	,20496	,079	-,7675	,0425
	Cafe	Hotel	,0088	,15636	,955	-,3001	,3177
		Restaurant	,3625	,20496	,079	-,0425	,7675
PSS	Hotel	Restaurant	,7449(*)	,23255	,002	,2854	1,2044
		Cafe	,3449	,23255	,140	-,1146	,8044
	Restaurant	Hotel	-,7449(*)	,23255	,002	-1,2044	-,2854
		Cafe	-,4000	,30484	,191	-1,0023	,2023
PSS	Cafe	Hotel	-,3449	,23255	,140	-,8044	,1146
		Restaurant	,4000	,30484	,191	-,2023	1,0023
	Hotel	Restaurant	,0707	,22030	,749	-,3646	,5059
		Cafe	-,0193	,22030	,930	-,4546	,4159
PF	Restaurant	Hotel	-,0707	,22030	,749	-,5059	,3646
		Cafe	-,0900	,28878	,756	-,6606	,4806
	Cafe	Hotel	,0193	,22030	,930	-,4159	,4546
		Restaurant	,0900	,28878	,756	-,4806	,6606
REW	Hotel	Restaurant	,4711(*)	,21234	,028	,0516	,8907
		Cafe	,0211	,21234	,921	-,3984	,4407
	Restaurant	Hotel	-,4711(*)	,21234	,028	-,8907	-,0516
		Cafe	-,4500	,27835	,108	-1,0000	,1000
REC	Cafe	Hotel	-,0211	,21234	,921	-,4407	,3984
		Restaurant	,4500	,27835	,108	-,1000	1,0000
	Hotel	Restaurant	,3134	,17695	,079	-,0362	,6630
		Cafe	-,3366	,17695	,059	-,6862	,0130
REC	Restaurant	Hotel	-,3134	,17695	,079	-,6630	,0362
		Cafe	-,6500(*)	,23195	,006	-1,1083	-,1917
	Cafe	Hotel	,3366	,17695	,059	-,0130	,6862
		Restaurant	,6500(*)	,23195	,006	,1917	1,1083
PJS	Hotel	Restaurant	,3464	,17621	,051	-,0017	,6946
		Cafe	-,2369	,17621	,181	-,5850	,1113
	Restaurant	Hotel	-,3464	,17621	,051	-,6946	,0017
		Cafe	-,5833(*)	,23098	,013	-1,0397	-,1270
PJS	Cafe	Hotel	,2369	,17621	,181	-,1113	,5850
		Restaurant	,5833(*)	,23098	,013	,1270	1,0397
	Hotel	Restaurant	,3617(*)	,15303	,019	,0594	,6641
		Cafe	,0951	,15303	,535	-,2073	,3974
REC	Restaurant	Hotel	-,3617(*)	,15303	,019	-,6641	-,0594
		Cafe	-,2667	,20060	,186	-,6630	,1297
PJS	Cafe	Hotel	-,0951	,15303	,535	-,3974	,2073
		Restaurant	,2667	,20060	,186	-,1297	,6630
QI	Hotel	Restaurant	-,1514	,23992	,529	-,6254	,3227

JSB	Restaurant	Cafe	-,4847(*)	,23992	,045	-,9587	-,0107
		Hotel	,1514	,23992	,529	-,3227	,6254
	Cafe	Hotel	-,3333	,31450	,291	-,9547	,2880
		Restaurant	,4847(*)	,23992	,045	,0107	,9587
	Hotel	Restaurant	,3333	,31450	,291	-,2880	,9547
		Cafe	,4656	,25261	,067	-,0335	,9647
	Restaurant	Cafe	-,4344	,25261	,088	-,9335	,0647
		Hotel	-,4656	,25261	,067	-,9647	,0335
	Cafe	Cafe	-,9000(*)	,33114	,007	-1,5543	-,2457
		Hotel	,4344	,25261	,088	-,0647	,9335
		Restaurant	,9000(*)	,33114	,007	,2457	1,5543

Based on observed means.

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

TENURE

Multiple Comparisons

LSD

Dependent Variable	(I) TENURE	(J) TENURE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1	0-1	1-5	-,2010	,15311	,191	-,5035	,1015
		6+	-,4583	,25327	,072	-,9587	,0421
	1-5	0-1	,2010	,15311	,191	-,1015	,5035
		6+	-,2574	,25642	,317	-,7640	,2493
	6+	0-1	,4583	,25327	,072	-,0421	,9587
		1-5	,2574	,25642	,317	-,2493	,7640
TDO1	0-1	1-5	-,1146	,17849	,522	-,4673	,2380
		6+	-,4455	,29525	,133	-1,0289	,1378
	1-5	0-1	,1146	,17849	,522	-,2380	,4673
		6+	-,3309	,29892	,270	-,9215	,2597
	6+	0-1	,4455	,29525	,133	-,1378	1,0289
		1-5	,3309	,29892	,270	-,2597	,9215
PE1	0-1	1-5	-,4600(*)	,13912	,001	-,7349	-,1852
		6+	-1,1843(*)	,23013	,000	-1,6390	-,7296
	1-5	0-1	,4600(*)	,13912	,001	,1852	,7349
		6+	-,7243(*)	,23299	,002	-1,1846	-,2639
	6+	0-1	1,1843(*)	,23013	,000	,7296	1,6390
		1-5	,7243(*)	,23299	,002	,2639	1,1846
En	0-1	1-5	-,2906(*)	,10174	,005	-,4916	-,0896
		6+	-,3948(*)	,16829	,020	-,7273	-,0622
	1-5	0-1	,2906(*)	,10174	,005	,0896	,4916
		6+	-,1042	,17039	,542	-,4408	,2325
	6+	0-1	,3948(*)	,16829	,020	,0622	,7273
		1-5	,1042	,17039	,542	-,2325	,4408
OCB	0-1	1-5	-,3149(*)	,10268	,003	-,5178	-,1120
		6+	-,2928	,16986	,087	-,6284	,0428
	1-5	0-1	,3149(*)	,10268	,003	,1120	,5178
		6+	,0221	,17197	,898	-,3177	,3618
	6+	0-1	,2928	,16986	,087	-,0428	,6284
		1-5	-,0221	,17197	,898	-,3618	,3177
OC	0-1	1-5	-,1829	,10753	,091	-,3953	,0296

		6+	-,4127(*)	,17788	,022	-,7641	-,0612
	1-5	0-1	,1829	,10753	,091	-,0296	,3953
		6+	-,2298	,18009	,204	-,5856	,1260
	6+	0-1	,4127(*)	,17788	,022	,0612	,7641
		1-5	,2298	,18009	,204	-,1260	,5856
POS	0-1	1-5	,1601	,15993	,318	-,1559	,4761
		6+	,1388	,26456	,601	-,3839	,6615
	1-5	0-1	-,1601	,15993	,318	-,4761	,1559
		6+	-,0213	,26785	,937	-,5505	,5079
	6+	0-1	-,1388	,26456	,601	-,6615	,3839
		1-5	,0213	,26785	,937	-,5079	,5505
PSS	0-1	1-5	-,0424	,15151	,780	-,3417	,2570
		6+	-,0843	,25063	,737	-,5795	,4109
	1-5	0-1	,0424	,15151	,780	-,2570	,3417
		6+	-,0419	,25374	,869	-,5433	,4594
	6+	0-1	,0843	,25063	,737	-,4109	,5795
		1-5	,0419	,25374	,869	-,4594	,5433
PF	0-1	1-5	-,3084(*)	,14604	,036	-,5970	-,0199
		6+	-,2119	,24157	,382	-,6892	,2654
	1-5	0-1	,3084(*)	,14604	,036	,0199	,5970
		6+	,0965	,24458	,694	-,3867	,5797
	6+	0-1	,2119	,24157	,382	-,2654	,6892
		1-5	-,0965	,24458	,694	-,5797	,3867
REW	0-1	1-5	-,0058	,12169	,962	-,2462	,2347
		6+	,4268(*)	,20130	,036	,0291	,8246
	1-5	0-1	,0058	,12169	,962	-,2347	,2462
		6+	,4326(*)	,20381	,035	,0299	,8353
	6+	0-1	-,4268(*)	,20130	,036	-,8246	-,0291
		1-5	-,4326(*)	,20381	,035	-,8353	-,0299
REC	0-1	1-5	-,2870(*)	,12118	,019	-,5264	-,0475
		6+	-,2821	,20046	,161	-,6781	,1140
	1-5	0-1	,2870(*)	,12118	,019	,0475	,5264
		6+	,0049	,20295	,981	-,3961	,4059
	6+	0-1	,2821	,20046	,161	-,1140	,6781
		1-5	-,0049	,20295	,981	-,4059	,3961
PJS	0-1	1-5	-,1463	,10525	,167	-,3542	,0616
		6+	-,4968(*)	,17409	,005	-,8408	-,1528
	1-5	0-1	,1463	,10525	,167	-,0616	,3542
		6+	-,3505(*)	,17626	,049	-,6987	-,0022
	6+	0-1	,4968(*)	,17409	,005	,1528	,8408
		1-5	,3505(*)	,17626	,049	,0022	,6987
QI	0-1	1-5	,4074(*)	,16500	,015	,0814	,7334
		6+	,3216	,27294	,241	-,2177	,8609
	1-5	0-1	-,4074(*)	,16500	,015	-,7334	-,0814
		6+	-,0858	,27634	,757	-,6318	,4602
	6+	0-1	-,3216	,27294	,241	-,8609	,2177
		1-5	,0858	,27634	,757	-,4602	,6318
JSB	0-1	1-5	,6652(*)	,17373	,000	,3219	1,0084
		6+	,7019(*)	,28738	,016	,1341	1,2697
	1-5	0-1	-,6652(*)	,17373	,000	-,10084	-,3219
		6+	,0368	,29096	,900	-,5381	,6116
	6+	0-1	-,7019(*)	,28738	,016	-,12697	-,1341
		1-5	-,0368	,29096	,900	-,6116	,5381

Based on observed means.

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

POSITION

Multiple Comparisons

LSD

Dependent Variable	(I) POSITION	(J) POSITION	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
JS1	Supervisor	Manager	-,3333	,53280	,533	-1,3860	,7194
		Employee	-,1347	,27713	,628	-,6823	,4129
	Manager	Supervisor	,3333	,53280	,533	-,7194	1,3860
		Employee	,1986	,46770	,672	-,7255	1,1227
	Employee	Supervisor	,1347	,27713	,628	-,4129	,6823
		Manager	-,1986	,46770	,672	-1,1227	,7255
TDO1	Supervisor	Manager	,0000	,62111	1,000	-1,2272	1,2272
		Employee	-,3014	,32307	,352	-,9397	,3369
	Manager	Supervisor	,0000	,62111	1,000	-1,2272	1,2272
		Employee	-,3014	,54522	,581	-1,3786	,7759
	Employee	Supervisor	,3014	,32307	,352	-,3369	,9397
		Manager	,3014	,54522	,581	-,7759	1,3786
PE1	Supervisor	Manager	-,3333	,48412	,492	-1,2899	,6232
		Employee	,8174(*)	,25181	,001	,3198	1,3149
	Manager	Supervisor	,3333	,48412	,492	-,6232	1,2899
		Employee	1,1507(*)	,42497	,008	,3110	1,9903
	Employee	Supervisor	-,8174(*)	,25181	,001	-1,3149	-,3198
		Manager	-1,1507(*)	,42497	,008	-1,9903	-,3110
En	Supervisor	Manager	-,3611	,35404	,309	-1,0606	,3384
		Employee	,0304	,18415	,869	-,3334	,3943
	Manager	Supervisor	,3611	,35404	,309	-,3384	1,0606
		Employee	,3916	,31078	,210	-,2225	1,0056
	Employee	Supervisor	-,0304	,18415	,869	-,3943	,3334
		Manager	-,3916	,31078	,210	-1,0056	,2225
OCB	Supervisor	Manager	-,2273	,35733	,526	-,9333	,4787
		Employee	,1146	,18586	,539	-,2527	,4818
	Manager	Supervisor	,2273	,35733	,526	-,4787	,9333
		Employee	,3418	,31367	,278	-,2779	,9616
	Employee	Supervisor	-,1146	,18586	,539	-,4818	,2527
		Manager	-,3418	,31367	,278	-,9616	,2779
OC	Supervisor	Manager	-,5000	,37420	,183	-1,2393	,2393
		Employee	-,1096	,19464	,574	-,4942	,2750
	Manager	Supervisor	,5000	,37420	,183	-,2393	1,2393
		Employee	,3904	,32848	,236	-,2586	1,0394
	Employee	Supervisor	,1096	,19464	,574	-,2750	,4942
		Manager	-,3904	,32848	,236	-1,0394	,2586
POS	Supervisor	Manager	-1,4667(*)	,55655	,009	-2,5663	-,3670
		Employee	-,5557	,28949	,057	-1,1277	,0163
	Manager	Supervisor	1,4667(*)	,55655	,009	,3670	2,5663
		Employee	,9110	,48855	,064	-,0543	1,8762
	Employee	Supervisor	,5557	,28949	,057	-,0163	1,1277
		Manager	-,9110	,48855	,064	-1,8762	,0543
PSS	Supervisor	Manager	-,8833	,52724	,096	-1,9251	,1584

		Employee	-,4059	,27424	,141	-,9478	,1359
	Manager	Supervisor	,8833	,52724	,096	-,1584	1,9251
		Employee	,4774	,46282	,304	-,4370	1,3918
	Employee	Supervisor	,4059	,27424	,141	-,1359	,9478
		Manager	-,4774	,46282	,304	-1,3918	,4370
PF	Supervisor	Manager	-,9583	,50820	,061	-1,9624	,0458
		Employee	-,4660	,26433	,080	-,9883	,0562
	Manager	Supervisor	,9583	,50820	,061	-,0458	1,9624
		Employee	,4923	,44610	,272	-,3891	1,3737
	Employee	Supervisor	,4660	,26433	,080	-,0562	,9883
		Manager	-,4923	,44610	,272	-1,3737	,3891
REW	Supervisor	Manager	-,6111	,42348	,151	-1,4478	,2256
		Employee	-,3280	,22027	,139	-,7632	,1072
	Manager	Supervisor	,6111	,42348	,151	-,2256	1,4478
		Employee	,2831	,37174	,448	-,4514	1,0176
	Employee	Supervisor	,3280	,22027	,139	-,1072	,7632
		Manager	-,2831	,37174	,448	-1,0176	,4514
REC	Supervisor	Manager	-,6111	,42171	,149	-1,4443	,2221
		Employee	-,1431	,21935	,515	-,5765	,2903
	Manager	Supervisor	,6111	,42171	,149	-,2221	1,4443
		Employee	,4680	,37018	,208	-,2634	1,1994
	Employee	Supervisor	,1431	,21935	,515	-,2903	,5765
		Manager	-,4680	,37018	,208	-1,1994	,2634
PJS	Supervisor	Manager	-1,0833(*)	,36624	,004	-1,8070	-,3597
		Employee	,0422	,19050	,825	-,3341	,4186
	Manager	Supervisor	1,0833(*)	,36624	,004	,3597	1,8070
		Employee	1,1256(*)	,32149	,001	,4904	1,7608
	Employee	Supervisor	-,0422	,19050	,825	-,4186	,3341
		Manager	-1,1256(*)	,32149	,001	-1,7608	-,4904
QI	Supervisor	Manager	-,5000	,57419	,385	-1,6345	,6345
		Employee	-,5342	,29866	,076	-1,1243	,0558
	Manager	Supervisor	,5000	,57419	,385	-,6345	1,6345
		Employee	-,0342	,50403	,946	-1,0301	,9616
	Employee	Supervisor	,5342	,29866	,076	-,0558	1,1243
		Manager	,0342	,50403	,946	-,9616	1,0301
JSB	Supervisor	Manager	-,1111	,60457	,854	-1,3056	1,0834
		Employee	-,9285(*)	,31446	,004	-1,5498	-,3072
	Manager	Supervisor	,1111	,60457	,854	-1,0834	1,3056
		Employee	-,8174	,53069	,126	-1,8659	,2312
	Employee	Supervisor	,9285(*)	,31446	,004	,3072	1,5498
		Manager	,8174	,53069	,126	-,2312	1,8659

Based on observed means.

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