

DISSERTATION

**GENERATION X AND GENERATION Y RESTAURANT EMPLOYEE
PERCEPTIONS OF MANAGER/EMPLOYEE RELATIONSHIPS: A QUANTITATIVE
APPROACH TO UNDERSTANDING THE ARBITRATING EFFECTS ON
TURNOVER INTENT AND MANAGER RELATIONSHIP SATISFACTION**

Submitted by

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In partial fulfillment of the requirements

for the Degree of Doctor of Philosophy

Colorado State University

Fort Collins, Colorado

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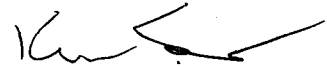
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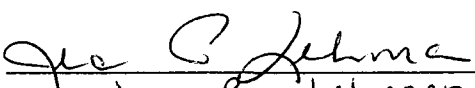
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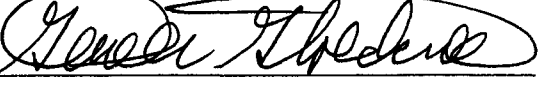
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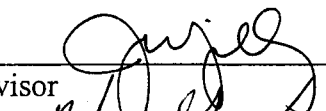
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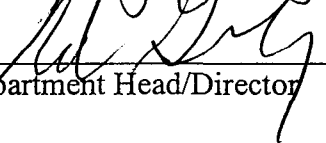
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ABSTRACT OF DISSERTATION

GENERATION X AND GENERATION Y RESTAURANT EMPLOYEE PERCEPTIONS OF MANAGER/EMPLOYEE RELATIONSHIPS: A QUANTITATIVE APPROACH TO UNDERSTANDING THE ARBITRATING EFFECTS ON TURNOVER INTENT AND MANAGER RELATIONSHIP SATISFACTION

The direct and indirect costs of turnover continue to rise and negatively impact restaurant organizations in many ways. The purpose of this study was to investigate “Generation X” and “Generation Y” restaurant employee perceptions regarding manager/employee relationships on turnover intent and manager relationship satisfaction. Video vignettes of manager/employee communication exchanges addressing poor performance were used as a stimulus and condition of this quantitative study to investigate the cognitive phenomenon of voluntary turnover intent. Generational perceptions were measured using an instrument designed to quantify the effects of the stimulus on turnover intent and manager relationship satisfaction.

Initial results indicated no significant interaction effects existed between the generational categories regarding their perceptions of the manager/employee relationship and their link to either turnover intent or manager relationship satisfaction. The study did reveal statistically significant main effects regarding various types of manager/employee relationships, on both turnover intent and manager relationship satisfaction within each generational category.

Although not supported by statistical significance, when participants with job tenure of one year or less were isolated, trends in mean scores, standard deviations and accompanying effect sizes reflected an arbitrating influence between the generations and the type of manager/employee relationship on turnover intent and manager relationship

satisfaction. Therefore, when faced with a reason to leave, positive relationships play a stronger role for “Generation Y” in decisions to remain with their employers than they do for “Generation X.” Similarly, this was indicated for manager relationship satisfaction. Lastly, the study indicated empirical evidence that precursors which impact job tenure are not static and can change with time for members of the restaurant industry’s workforce.

This study supports the notion that the quality of the manager/employee relationship can affect voluntary turnover intent as well as the level of satisfaction employees perceive concerning the relationships with their managers. It also indicates that within the first year of employment the “Generation Y” workforce places a stronger emphasis on these relationships than does “Generation X.”

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DEDICATION

This dissertation and terminal degree are dedicated to Nancy Furnas. Without her love, understanding, unconditional support, personal sacrifice, and tolerance during this challenging process, this dream would never have been fulfilled.

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CHAPTER 1: INTRODUCTION

Voluntary turnover of hourly employees has plagued the restaurant industry for more than two decades. Notwithstanding the current economic downturn resulting in a temporary increased supply of restaurant workers, the turnover phenomenon had become a primary concern of restaurant operators long before the millennium arrived (Berta, 2004).

The enormity of negative effects on an organization resulting from voluntary turnover continues to demand attention by researchers and industry professionals. Scheduled speakers for the 2002 National Restaurant Association's annual restaurant hotel-motel show in Chicago, Illinois covered a variety of industry topics. However, 16 of the 34 scheduled speakers either chose or were asked to present information directly related to the training, motivating, and retaining of employees (National Restaurant Association, 2002). Subjects in these areas ranged from leadership, to managing generational differences, to understanding emotional intelligence in an effort to keep employees from leaving.

Comprehensive studies undertaken by the National Restaurant Association between 1997 and 1999 collected a wide array of data on hourly employees and managers, training practices and profiles, and employee satisfaction. These studies brought a vast amount of information to light, and for the first time presented a meticulous discussion of

the challenges faced by the industry concerning the retention of its workforce. As a result of these studies, a greater understanding of the industry's workforce at that time emerged.

One particular segment of the study centered on employment needs of hourly workers. The NRA listed ten organizational culture items they classified as "deal breakers" ("National Restaurant Association," 1997). These ten items represent employee needs that are deemed critical, reflect minimum standards of retention, and must be present to deter workers from seeking new employment. Four of these related to employee/supervisor relations: e.g., "having a boss who is fair," "having a boss who doesn't embarrass or make fun of me," "having a boss I get along with," and "being treated like an adult even when I make a mistake." In addition, analysis of overall job satisfaction revealed similar elements related to the employee/manager relationship which will be discussed later ("National Restaurant Association").

Just as these findings were being released and many of the recommendations were being studied by industry practitioners, "Generation Y" (the new workforce) began to enter the workforce. Individuals born post 1980 had reached their 16th or 17th birthdays and began accepting their first jobs, traditionally many within the restaurant industry. Just as the "Generation X" temperament differed from the older, "baby-boom" generation ("National Restaurant Association," 1997), "Generation Y" arrived with a different set of needs, lifestyles, values, and perceptions about employers and employment. Not unlike the challenges faced by restaurant managers during the workforce's evolution during the late 1970s and early 1980s, today's restaurant managers now confront a new and different workforce.

A manager's ability to successfully communicate with these "new" employees is a vital element in any attempt to impact the turnover phenomenon. Although numerous antecedents to turnover have been studied for decades, communication concepts have generally been omitted (Jablin, 1987). Furthermore, in studies where various levels of the communication variable are explored, the interrelationships with the numerous other variables and their influence on turnover are not fully understood (Jablin).

Communication has not been specifically cited as a traditional management function, however research has shown that communicating occupies a great deal of a manager's time (Jablin, 1985). Within the confines of a restaurant, much of a manager's communication effort occurs face-to-face, involves subordinates, and frequently centers on employee job performance.

Purpose of the Study

A review of the employee turnover literature revealed a wide range of variables associated with the voluntary turnover phenomenon. Most studies have taken a broad approach combining numerous elements into the all-encompassing variable of employee satisfaction or organizational commitment. Few studies have taken a focused approach on the manager/employee communication exchange process, how it serves to mold employees' perceptions of the manager/employee relationship, and if the relationship acts as an arbitrator to voluntary turnover. Additionally, most industry-specific studies have centered on information regarding workforce characteristics of "Generation X" and less recently the "Baby Boomers," not those who have entered the workforce most recently, "Generation Y." The difficulty of acquiring data from those employees who have actually

experienced voluntary turnover represented another obstacle. Therefore, this study utilized turnover intent as an outcome variable.

The primary purpose of this study was to explore two generations of restaurant workers (“Generation X” and “Generation Y”) and the arbitrating influence between them and manager/employee relationships on turnover intent (TI) and manager relationship satisfaction (MRS). To explore the influences of generational differences and relationships on voluntary turnover intent, two video simulations depicting performance-feedback exchanges between a manager and employee were utilized as conditions of the study. Both vignettes depicted conversations between a manager and employee regarding the employee’s poor performance. Additionally, an evaluation instrument developed, in part, from the literature was used to measure these arbitrating influences.

Griffeth and Hom (2001) discuss the lack of quantifiable research which validates organizational interventions affecting turnover. They cite the majority of analytical research as anecdotal and testimonial in nature with limited practical solutions. However, Griffeth and Hom did attempt to establish correlations among various independent variables such as personal characteristics, the work environment, ease of movement and job content with the dependent variable of job satisfaction.

Other turnover research has pointed to reinforcements or work conditions that strengthen or diminish the odds that employees will stay in their jobs. Miller (1996) developed a social exchange model for leaving a job which centered on positive and negative qualities present in work conditions. Positive job qualities are referred to as rewards with negative job qualities representing job costs. His definition of work conditions reflects a combination of hierarchical authoritative relationships

(manager/employee), job descriptions, rules and regulations, and incentives and disincentives. These structured work conditions ultimately act as constraints and enablers of action, one of which is voluntary turnover. Thus, workers tend to leave their jobs when the work-condition costs begin to outweigh the work-condition rewards. The decisions to stay or voluntarily leave an employer are responses to these work conditions. Therefore, organizations that provide an imbalance of positive over negative work conditions will likely experience lower turnover rates.

Jablin (1987) defined intent to leave or turnover intent, as the precursor to voluntary turnover. Consequently, it is viewed as the outcome or dependent variable in studies attempting to predict turnover prior to its occurrence. Scott et al. (1987) goes on to point out that job satisfaction and organizational commitment are perhaps the two most studied antecedents to turnover intent. However, they point out several limitations to these studies; one being the lack of research including communication concepts and their association with turnover and its antecedents (Scott et al.).

The complexity of communication and the challenges to study it have been cited as possible reasons for its absence; however a concept's complexity should not deter research and analysis. Scott points out, "Researchers have found that employee relationships with supervisors and peers... affect intent to leave" (Scott et al. 1987, 4).

One of the most prevalent forms of communication that takes place in an organization is between a manager and an employee. This interaction was recognized by Jablin (1987) and listed as one of his communication variables influencing turnover intent. Miller (1996) discusses this relationship more broadly as an exchange process which occurs between employer and employee at different levels. Consequently,

termination of a relationship between manager and employee may be influenced by the context of these exchanges.

Statement of the Problem

The following research questions investigate the differences in generational perceptions regarding the influence of the manager/employee relationship on voluntary turnover and manager relationship satisfaction.

1. Given a performance feedback exchange centered on an employee's poor performance, are there significant differences between various types of perceived manager/employee relationships for "Generation X" in regard to voluntary turnover intent?
2. Given a performance feedback exchange centered on an employee's poor performance, are there significant differences between various types of perceived manager/employee relationships for "Generation Y" in regard to voluntary turnover intent?
- 3a. Given a performance feedback exchange centered on an employee's poor performance, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?
- 3b. Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer in one year or less, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?

5. Are there significant differences between “Generation X” and “Generation Y” with respect to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure?
5. Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for Generation X?
6. Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for Generation Y?
- 7a. Given a performance feedback exchange centered on an employee’s poor performance, is there a significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction?
- 7b. Given a performance feedback exchange centered on an employee’s poor performance and whose job tenure with their current employer is one year or less, is there a significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction?

Hypotheses

To answer the questions, the following set of hypotheses is presented. In the review of literature, no existing tie was discovered between the difference in generational perceptions of the manager/employee relationship and voluntary turnover due to feedback

centered on poor employee performance. Therefore, the following hypotheses are stated in the null format.

1. Given a performance feedback exchange centered on poor employee performance, there is no significant difference between the various types of manager/employee relationships and voluntary turnover intent for “Generation X.”
2. Given a performance feedback exchange centered on poor employee performance, there is no significant difference between the various types of manager/employee relationships and voluntary turnover intent for “Generation Y.”
- 3a. Given a performance feedback exchange centered on poor employee performance, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and voluntary turnover intent.
- 3b. Given a performance feedback exchange centered on poor employee performance and whose job tenure with their current employer is one year or less, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and voluntary turnover intent.
4. There is no significant difference between “Generation X” and “Generation Y” in regards to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure.
5. There are no significant differences between various types of manager/employee relationships and manager relationship satisfaction for “Generation X.”
6. There are no significant differences between various types of manager/employee relationships and manager relationship satisfaction for “Generation Y.”

7a. Given a performance feedback exchange centered on poor employee performance, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction.

7b. Given a performance feedback exchange centered on poor employee performance and whose job tenure with their current employer is one year or less, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction.

Rationale

While the aforementioned economic and cultural forces were at work, the organizational costs associated with the turnover phenomenon skyrocketed. Various estimates place the cost of losing hourly employees between 70 and 200 percent of their annual salary (Kaye & Jordan-Evans, 2000; “National Restaurant Association,” 1997). These costs reflect both the direct and indirect costs of turnover.

Direct costs are represented by those easily and readily quantifiable such as training and trainer wages, the training materials, recruitment expenses, and employee benefits. However, direct costs of replacement are not the only considerations. Indirect costs are much more difficult to quantify but none-the-less are present. High turnover rates can become a stigma for an organization and its costs must be measured in terms other than dollars and cents. Additionally, the cost of losing one regular customer due to inadequate job performance as a result of poor training or inexperience must be considered. The loss of goodwill, although difficult to quantify, can be substantial (Zall, 2000; “National Restaurant Association,” 1997).

The relationships between organizations' employees and their customers are a crucial element. Constantly losing employees often results in losing customers (Zall, 2000), inconsistent food and service quality, and can portray the organization as unstable with poor morale. Additionally, high turnover traditionally associated with the restaurant industry has bred job hopping from one restaurant organization to another. When this occurs, an organization's reputation for turnover is often disclosed by its former workers to potential employees outside of the organization as the turnover cycle continues (Zall).

The concern over the turnover phenomenon is not limited to the restaurant industry. It has become a major concern for nearly all organizations. Consequently, the restaurant industry will face increased competition for workers from other growing, service-sector industries such as healthcare.

The actions an organization takes to retain employees result in a more productive, happier work force, which often translates to increased profits. Those who are unable to stem turnover face escalating costs in recruitment, training and development, administration, compensation and motivation of replacements (Zall, 2000). In short, turnover is expensive and can have a major impact on an organization's bottom line. Once recruited, hired and trained, organizations must retain their workforce and extend their employment (Kaye & Jordan-Evans, 2000). Now more than ever the importance of focusing efforts on worker retention far outweighs the capacity to replace them ("National Restaurant Association," 1997).

Workforce and Supply

The restaurant industry faces great challenges concerning workforce supply for the next several years. However, this fact has been on the horizon for quite some time.

Historically, over 40 percent of the foodservice industry's workforce falls between the ages of 15 and 24 ("National Restaurant Association," 1997). This means that roughly 40 percent of the current restaurant workforce employed can be classified as "Generation Y." Determining what motivates this particular group of employees to stay longer with an employer is a major challenge facing restaurant operators.

Many organizations hold managers accountable for elements of the turnover phenomenon which they can control. Furthermore, many restaurant managers are trained based on data gathered prior to "Generation Y's" entrance into the workforce. Consequently, they are applying information and methods based on data that pertains to less than 60 percent of their workforce, "Generation X" and the "Baby Boomers." Empirical turnover intent data and information on "Generation Y" has not been made readily available. Consequently, timely and accurate information about "Generation Y" is a logical prerequisite in assisting managers to understand their new, "Generation Y" employees and implement practices focused on retaining them.

Delimitations of the Study

The following delimitations were compulsory to initiate the study:

1. Restaurant employees asked to participate in the study were English-speaking, hourly service employees classified as front-of-the house employees. The Host job classification, as defined by the Foodservice Workforce by Occupation Categories listed in the National Restaurant Association Industry of Choice Report (1997) was also included.

2. Simulated communication exchanges used as stimuli to voluntary turnover intent were limited to two manager/employee feedback exchanges centered on poor employee performance.
3. Only elements of job satisfaction and organizational commitment driven by the manager/employee relationship and communication were utilized to develop the turnover intent and manager/employee satisfaction variables.
4. Participants were limited to those who were currently working at a restaurant or had worked at a restaurant within the past six months at the time of the study.
5. Only individuals born in 1967 through 1978 and in 1983 or after, and were at least 16 years of age, were asked to participate in the study.
6. Only participants working, or had recently worked, at restaurants in Larimer County, Colorado were sampled.

Assumptions

Based on feedback from focus groups and results and of an initial pilot study, the undertaking of this study assumes the following:

1. Each participant was able to accurately reflect, interpret, and assume, within reason, the assigned manager/employee relationships described in the experiment and respond accordingly to the statements in the instrument.
2. Each participant responded in good faith and acted in the spirit of the research being conducted.

3. The data collected was not intended to reflect participants' current manager/employee relationships, performance feedback exchanges, or current turnover intentions.
4. The respondents who provided data were generally representative of their generational classifications and were also generally representative of restaurant employees within those same generational classifications.
5. Any assistance provided by employees' supervisors, research assistants, or any other persons in the gathering of data was done with the strictest sense of professionalism, adhering to guidelines provided them to help ensure confidentiality and accuracy of the data.

Definitions of Terms

The following list provides operational definitions of terms used throughout this study.

Employer/employee communication exchanges: There are several recognized categories of organizational communication exchanges, one of which is supervisor communication. The manager/employee exchange discussed here will be confined to the specific communication (verbal content) that occurs during a feedback exchange between a manager and employee regarding the employee's poor performance.

Employee performance feedback: This manager/employee exchange can take on many different forms. In general, it is a discussion which occurs between the employee and manager where information concerning specific performance standards of the position is discussed based on job-related performance.

Turnover intent: An employee's intent to leave is defined as a conscious and deliberate willfulness to leave an employer (Tett & Meyer, 1993, p. 262).

Voluntary turnover: The action to terminate an employer/employee relationship is exercised at the discretion of the employee and is classified as a negative event for the employer ("National Restaurant Association," 1997). It is the term used for quitting a job. No other incidents of severing the employee/employer relationship were studied.

"Generation Y": Although there is general agreement this generation begins with individuals born in 1980, it is not universal. Consequently, this study provided a buffer and included only those participants born during and after 1983.

"Generation X": Although there is general agreement this generation begins with individuals born in 1965 through 1980 it also is not universal. Consequently, this study provided a buffer between prior "Baby Boomers" and subsequent "Generation Y" and included only those participants born between 1967 through 1978.

"Baby Boomers": Individuals born in years 1946 through 1964. These employees were 40 to 58 years of age at the time of this research. Members of this generation did not participate in this research effort.

Employee: The term employee is used to describe individuals working in restaurants who are paid at an hourly rate, are considered eligible for overtime pay for hours worked above 40 hours per week, and do not supervise others.

Front- of- the-house: A general industry classification referring to the area of the restaurant where customers and employees interact.

Front-of-the-house service employee: In this study, a front of the house service employee included individuals employed as waiter/waitresses, counter workers, bartenders, cashiers, server assistant/bus persons, and hosts.

Back-of-the-house service employee: In this study, a back-of-the-house employee describes individuals employed to work primarily in restaurant kitchens and generally do not come into contact with restaurant customers.

Manager/Supervisor/Superior: The terms manager/supervisor/superior are used to describe those individuals working in restaurants that are paid a salary, are exempt for overtime pay for hours worked in excess of 40 hours a week, and whose primary responsibility is the supervision of hourly, non-exempt employees.

CHAPTER 2: LITERATURE REVIEW

This chapter begins with an industry overview. It discusses the competitive environment for restaurant workers and workforce projections as well as relevant data gleaned from the landmark study conducted by the National Restaurant Association, in conjunction with the Coca Cola Company, in 1997. This section also defines and describes characteristics of the industry's workforce and the financial and operational impacts of turnover. Job satisfaction and organizational commitment are then reviewed as indicators of turnover intent. Finally, the last sections of the chapter are dedicated to relevant factors of organizational communication: the common-thread variable of the manager/employee relationship, the elements of communication exchanges, the construct of liking, and the use of poor performance feedback as a communication stimulus to turnover intent.

Research conducted in 1994 revealed the food service industry employed well over 9.5 million workers and current projections indicate that number will increase 14 percent to 10.8 million by 2005 (National Restaurant ,1997; National Restaurant, Executive overview, 1997). Although this represents an increase in workforce numbers of 1.3 million over an 11 year period, it does not equal the industry growth experienced in the previous 11 year period from 1983 to 1994. When these numbers are combined with forecasted retirements, they result in 3.9 million additional job openings by 2005. These job openings represent a combination of real growth of new positions created combined

with those created by retirement. They do not reflect positions created by voluntary turnover other than retirement. Subsequently, this number is greatly multiplied when daily turnover churn within the industry is taken into account (National Restaurant, 1997).

As industry demand for qualified food service employees continued to rise, the supply began to taper off. Between 1955 and 1965, the country experienced an increase of births in excess of 40 million. Despite the aforementioned industry growth between 1983 and 1994, births kept pace with industry demand. However, the period between 1975 and 1985 experienced nearly a 21 percent decrease in births. This resulted in only 34 million births. As these individuals became old enough to enter the workforce in the early 1990s, the gap between supply and demand became apparent and left restaurant operators scrambling for workers. A 21 percent increase in women entering the workforce occurred between 1960 and 1994. Additionally, there has been a gradual increase in legal immigration since 1965 to an estimated 1 million annually. However, the continued growth of the hospitality industry and its demand for workers has continued to outpace supply ("National Restaurant," 1997).

Workforce projections are mixed and caution must be exercised. Births began to approach those experienced during the baby boom years, exceeding four million annually beginning in 1989. Some project this rebound will enable supply to approach the demand for new workers by 2005. However, as the workforce begins to grow and meet demand, increased competition for workers will become intense. The service industry sector, primarily health care, continues to expand to meet the needs of increasing numbers of aging persons. As a result, the food service industry will face stiff competition for

qualified, service-oriented employees. In contrast, Bates (2001) recognizes the impact retirement of the baby boom generation will have and supports predictions of a 6 million worker short fall through 2008. In conclusion, whether or not the supply of workers will meet demand sometime during the first decade of the new millennium, the restaurant industry may not be happy with the quality and numbers of workers from which to meet its demand (“National Restaurant,” 1997).

Generational Workforce Characteristics

The foodservice industry has a workforce that is unique in many ways. It is demographically diverse by age, race, nationality, and level of education. Additionally, these demographic characteristics of the workforce vary greatly by geographic region. Directly, it is age which is addressed in this research effort. Traditionally, the restaurant industry has employed a greater percentage of young workers than any other industry. According to the Industry of Choice Report (IOC), (“National Restaurant,” 1997) analysis of the Custom Tabulation of the 1995 Population Survey, 42.3 percent of the foodservice industry’s workforce are between the ages of 15 and 24. This compares with 15 percent for this age group in the total workforce (“National Restaurant”).

Age magnifies the challenges faced by the foodservice industry, when roughly every 15 years a new generation enters the workforce with a different set of values, needs, wants, and perceptions about work. The most recent generational change in the workforce began in 1996 and 1997 as the end of “Generation X’ers” took jobs and the “Generation Y’ers” began entering the workforce. Now six to seven years later, workers between the ages of 15 and 24 are rapidly making up the traditional 40 percent of the foodservice workforce.

Although the workplace has experienced “Generation Y” for roughly five or six years, there is an awareness of markedly differing characteristics between them and their predecessors. Several studies point to a number of reasons for these contrasts (Raines, 1997; Stapinski, 1999; Woodyard, 1998). (see Table 2.1)

Generational influences may manifest themselves in individual attributes therefore making any type of causal relationship between them and voluntary turnover difficult. However, as Miller (1996) argues, the interaction between employees and work conditions, including the manager/employee relationship, shape worker attitudes and their quitting behavior.

Industry practitioners, human resource professionals and researchers have highlighted one particular cultural shift centering on length of job tenure. The length of tenure relates directly to the rate of turnover. In 1996 the average tenure of foodservice employees was 1.3 years compared to 3.8 years for other industry employees (“National Restaurant,” 1998). Some hospitality organizations experience an employee turnover rates as low as 61 percent within the first year (Bates, 2001), while others are dealing with annual turnover percentages in the hundreds. While these numbers are reflective of the foodservice industry, overall job tenure of the workforce has continued to decrease and turnover increase.

Today, job seekers are not concerned about the number of employers they list on their resumes, nor should they be. Where once job-hopping was considered unacceptable, it has become standard practice in growing a career (Lancaster & Stillman, 2002). The tradition of remaining with an employer for the bulk of one’s career has disappeared in large part due to the very actions of organizations themselves.

Table 2.1

Generational Influences

Influence	Generation X	Generation Y
Family	Grew up in some of the most difficult economic times since the depression. Grew up in the “me” decades. Most adult Americans rated cars ahead of kids, many came from divorced backgrounds and those who had both parents were still labeled as “latchkey” because both parents worked. Many grew up in front of television sets.	Most grew up in a relatively strong economy. Teens spend an average of \$94 a week. Most grew up in relatively upbeat, productive environments where they were taught they are special and have worth. “Baby on board.” Many are used to having clout and are encouraged to participate in family decisions.
Idealisms Culture Trust	Much of it died when their parents divorced or were downsized. They were told, “let’s be careful out there” and after witnessing an average of 16,000 murders on television by their 16 th birthdays, many were.	They are activists who can agree on key issues such as the environment. To pay for their technology toys they are willing to work hard, almost to a fault.
Values	Grew up in an era of fallen heroes: Richard Nixon, Jim Baker, Jimmy Swaggert, Oliver North and their parents.	They believe in family values more strongly than Generation X. More believe in one true partner and are generally willing to make commitments earlier in life.
Communication and feedback	Have a tendency to distrust institutional communications and personal relationships. Want to be told how they’re doing NOW. 90% want to be told immediately or within a few days.	A majority of teens in this group do not feel their parents spend time talking with them or know what is going on in their lives. Want up-to-the-minute feedback and in less-formal, relaxed venue
	Expect two-way communication	Expect two-way communication

Note: From The New Strategist Editors. (2001); Lancaster & Stillman, (2002); The Motivational Manager, (1999).

Although the effects of downsizing initially made its mark on “Generation X,” mergers and other organizational changes continue to influence “Generation Y” and give them the impression they do not have control over their careers. Consequently, many

workers are reluctant to pledge their loyalty and demonstrate organizational commitment. Organizations therefore are struggling with the task of repairing the trust and confidence they themselves have marred with their workforce (Scott et al., 1987; Zall, 2000). Furthermore, employees who remain after layoffs or terminations often feel a sense of loss, anxiety, and anger. These factors affect their levels of satisfaction, which research has shown to have a negative correlation with turnover (Williams & Hazer, 1986) and subsequent productivity (Scott et al.).

Voluntary Turnover and Turnover Intent

Voluntary turnover has been defined as both a cognitive and behavioral phenomenon. In the cognitive sense, it reflects an employee's contemplation to leave a job. As a precursor to voluntary turnover, turnover intent has been defined as "A conscious and deliberate willfulness to leave the organization" (Tett & Meyer, 1993, p. 262). Behaviorally, it comes to fruition when the necessary steps to disengage are taken.

Exhaustive research has taken place in attempts to better understand the voluntary turnover phenomenon. It has been approached from numerous perspectives and various disciplines utilizing a wide variety of both active and attribute variables. Mobley, Griffith, Hand, and Meglio (1979) discuss voluntary employee turnover as a behavioral choice, consequently using the individual as the focus of analysis is logical. The authors point out that this approach is not universal, that other forms of macro analysis of aggregate levels of economic activity, such as industry growth and unemployment have well-established relationships to turnover (Berta, 2004). However, these do not add to the understanding of the individual employee's decision to leave.

In their extensive review of the literature, Mobley et al. (1979) categorized studies primarily by individuals' attributes and their relationship to turnover. Additionally, they cited the following categories, and their sub-categories, representative of many of the commonly studied variables, related to turnover and turnover intent (see Table 2.2).

Table 2.2

Commonly Studied Antecedents to Turnover and Turnover Intent

Individual Attributes	Relationships	Organizational and Work Environment	Job Content	Economic Considerations
Personal factors and demographics	Supervisor	Role pressures	Organizational commitment	Pay
	Group and team,	Climate	Job attachment	Promotion
	Co-worker	Working hours	Met expectations	
		Status	Overall job satisfaction	

Note: Created from Mobley et al., (1979)

When one reflects holistically on the numerous levels found within each of the categories listed above, it is clear that the voluntary turnover phenomenon represents an on-going challenge to researchers.

Within this body of research, a substantial amount of effort has been placed on the development of conceptual models that analyze the turnover phenomenon as a process dependent upon the influence of antecedent variables. The most generally accepted antecedent variables to turnover, organizational commitment and job satisfaction, will be

discussed (e.g., Hom & Hulin, 1981; Smith, Gregory, & Bickle, 1999; Smith, Gregory, & Cannon, 1996; Williams & Hazer, 1986).

Job Satisfaction

Job satisfaction can be defined as a pleasurable, positive attitude resulting from an appraisal of one's job (Locke, 1976). More recently, it has been referred to as an affective response to specific aspects of the job (Morrow, 1983). In effect it is reflective of how an individual feels about his/her job based on aspects of the job. Job satisfaction and its predictive relationship to the organizational results of performance, turnover, and turnover intent have remained a widely studied construct.

Conceptually, job satisfaction can be traced to the human relations studies of Taylor at the turn of the century, and Maslow and Herzberg's motivational studies during the 1940s and 1950s. It is Maslow's theory concerning hierarchy of needs, which will receive consideration here. Maslow hypothesized that an individual's needs are structured in an ordinal fashion from physiological needs, safety needs, social/belongingness needs, self-esteem needs, to self-actualization needs (Maslow, 1943). Additionally, Maslow theorized that before any need could be capitalized on to act as a motivator, the prior need had to be satisfied. Although a thorough discussion of Maslow's hierarchy of needs is beyond the scope, and purpose of this research, it is a social need (manager/employee relationship) that is of direct interest in this research.

Within the appraisal activity of one's job are a relatively large number of antecedent variables to evaluate. For example, Smith et al. (1999) utilized the Minnesota Satisfaction Questionnaire which contained 24 attitudinal predictor variables of overall job satisfaction, which factored into four groupings: supervisor relationship, leadership

issues, training, and wages and advancement. In contrast, data gathered for the IOC report analyzed satisfaction utilizing 63 items factored into two job satisfaction groups; organizational culture and human resource practices. One of the most widely accepted measurement instruments of job satisfaction is the Job Diagnostic Index (Smith, Kendall, & Hulin, 1969). Since its inception, researchers have developed adaptations of the instrument in efforts to account for changes in workforce makeup being studied, which has been generally supported by the literature (LaLopa, 1997).

The vast majority of studies have shown negative correlations between overall job satisfaction and turnover (Mobley, et al., 1979). However, Mobley goes on to state that the amount of variance accounted for is consistently under 14 percent. This suggests overall job satisfaction as having a rather moderate predictive ability on turnover and that there are numerous other variables to consider when attempting to explain the voluntary turnover phenomenon.

Organizational Commitment

The construct of organizational commitment has been researched from various avenues. LaLopa (1997) and Rylander (2003) refer to the exchange approach where the level of commitment depends on the perceived balance of employee inputs to organizational outputs. This reflects a psychological approach that supports the notion there is an affective mental link between the employee and the organization. Smith, et al. (1999) discussed organizational commitment from the conceptual views of emotional attachment and intent to stay (see Figure 2.1). Williams and Hazer (1986) present another viewpoint where conceptualization of organizational commitment is predicated on overt indicators such as behaviors that exceed job expectations (see Figure 2.2).

Alternatively, organizational commitment is represented by the relative strength of involvement and organizational identification an employee feels with the company as a whole. How employees feel about an organization's goals and values, their desire to prolong employment, and general willingness to extend effort represent characteristics of this construct. According to Sheldon (1970) this relative linkage between the employee and the organization typically results in a positive evaluation of the organization by the employee. Organizational commitment can be generally defined as the relative strength with which individuals identify with their organization.

Organizational commitment is multi-dimensional in nature and is discussed here briefly due to its prominence in the turnover literature. Its importance to this study is two fold. First, the review and meta-analysis of organizational commitment by Mathieu and Zajac (1990) present the antecedent variable of group/leader relations (see Figure 2.3). This mirrors the leadership considerations and manager relations antecedents seen in figures 2.1 and 2.2.

Second, it presents a paradox in reference to the unique characteristics of the restaurant industry, its labor force, and conflicting research as it pertains to its relationship to job satisfaction. With respect to the restaurant industry's traditional workforce, the IOC report suggests approximately 18 percent of the industry's workforce plan to make their careers in foodservice. This fact, combined with median job tenure of 1.3 years, self-reported industry average turnover rates between 88 to 117 percent, and over 40 percent of employees under age 25 leads one to conclude that organizational commitment is not generally reflective of the industry's workforce values (Ebbin, 2000; "National Restaurant Association," 1998).

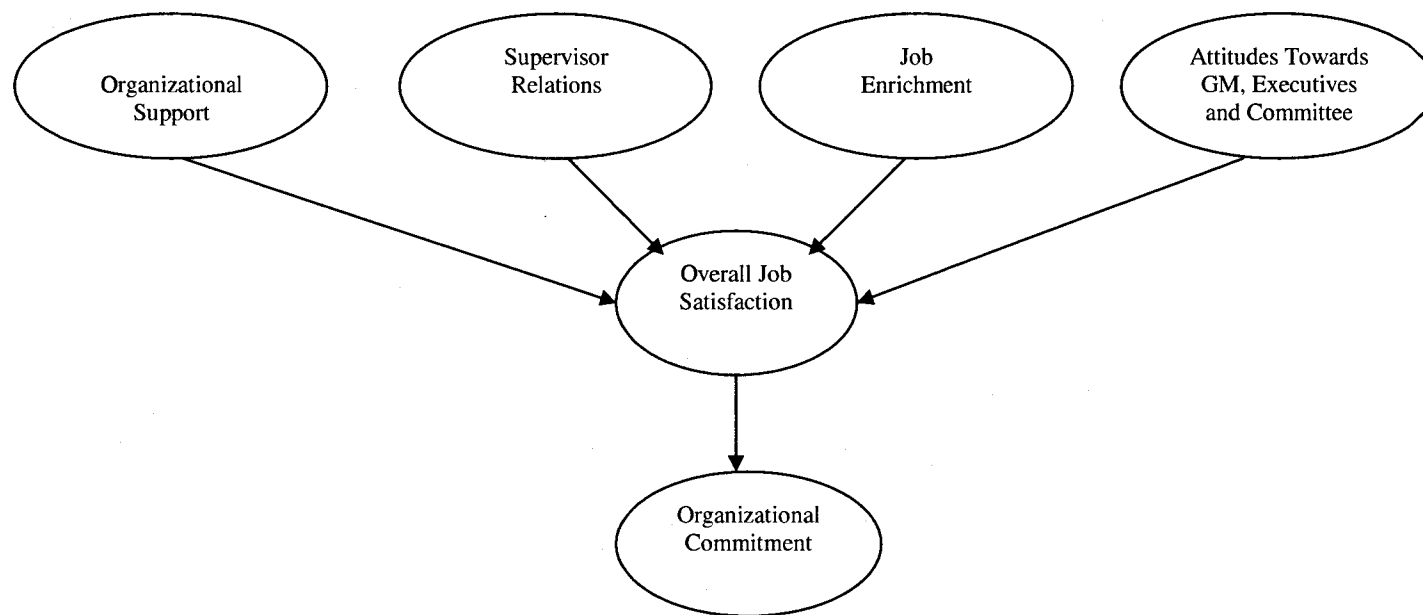


Figure 2.1. Smith, et al. (1996). Four factors of job satisfaction acting pre-requisite to job satisfaction and organizational commitment.

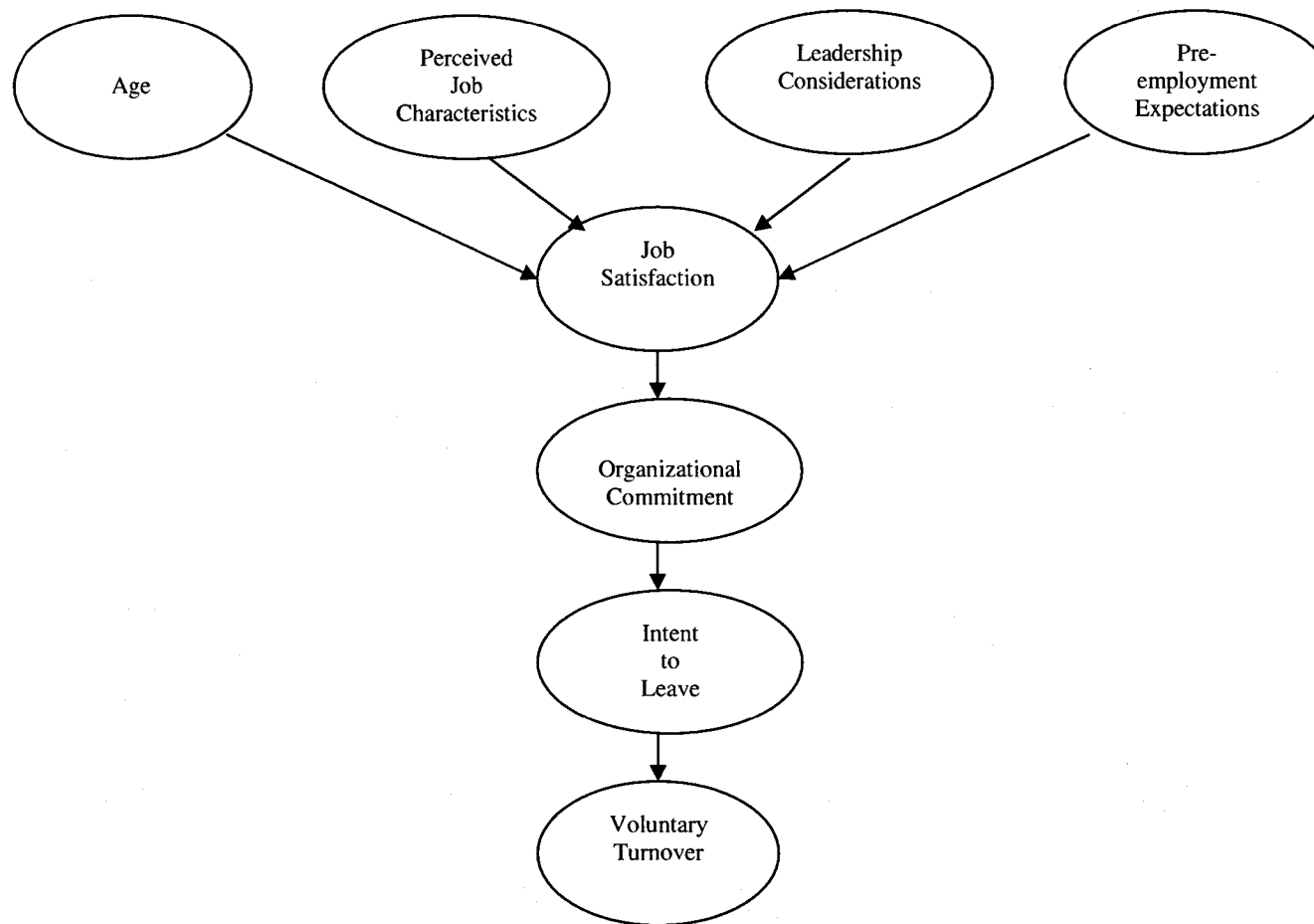


Figure 2.2. Williams and Hazer (1986). Turnover Model B. Four factors of job satisfaction acting pre-requisite to job satisfaction, organizational commitment and turnover intent.

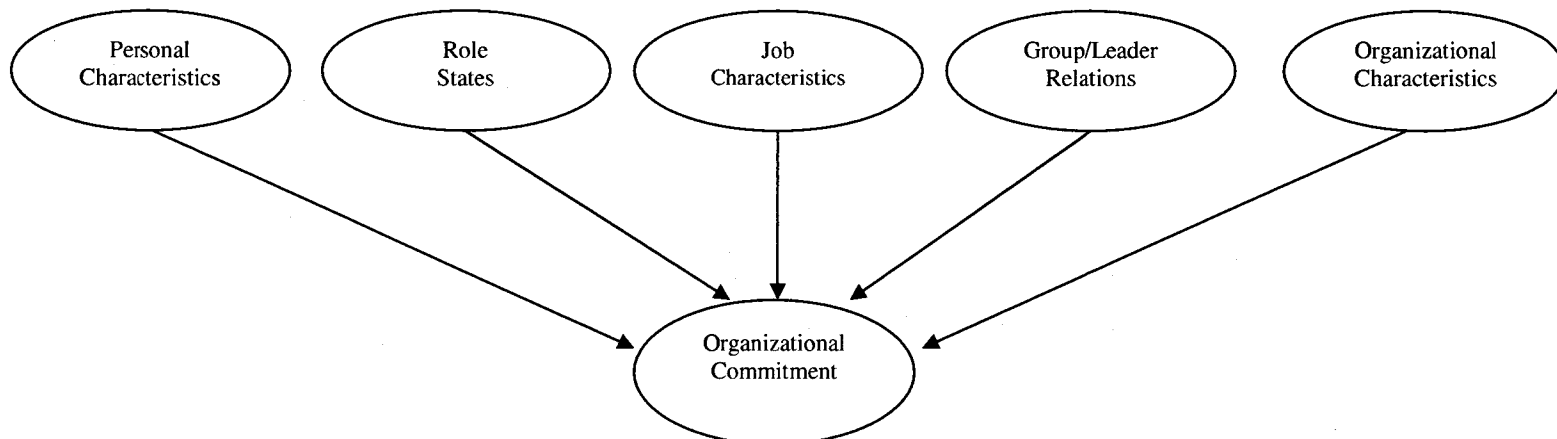


Figure 2.3. Mathieu and Zajac (1990). Antecedents to organizational commitment.

Therefore, using instruments designed and tested with workforces other than those found within the restaurant industry would be suspect to sufficient reliability and validity regarding the link between organizational commitment and turnover intent. Concurrently, recognizing turnover models that place organizational commitment as an antecedent variable to turnover intent may be applicable only for those employees classified as careerists in the industry.

The potential relationship between job satisfaction and organizational commitment has been mixed. Williams and Hazer (1986) point out that few relevant studies have been conducted which establish such a relationship. Moreover, those studies have failed to establish conclusively which construct acts a priori to the other (e.g., Porter, Steers, Mowday, & Boulian, 1974; Vandenberg & Lance, 1992). However, according to Mowday et al. (1982) the most widely accepted hypothesis is that satisfaction acts as a prerequisite to organizational commitment. This presents a logical affirmation because the employee is more likely to formulate attitudes about their immediate work environment before considering the comprehensive aspects of the organization as a whole and their relationship with it.

The argument for job satisfaction acting as a causal factor to organizational commitment, then indirectly to turnover with intent to leave as a precursor, is demonstrated in Mathieu and Zajac's model of organizational commitment (see Figure 2.3), Williams and Hazer's model B (see Figure 2.2), and Smith et al. four factored categories of job satisfaction (see Figure 2.1). This research suggests that overall job satisfaction directly affects organizational commitment, a theory proposed by other researchers and one generally accepted as was discussed previously.

Smith, et al. (1996) recognized the complexities of the attitudinal variables of both overall job satisfaction and organizational commitment. Two organizational commitment-related questions utilized in their survey of over 6,000 participants accounted for 5.3 percent and 10.3 percent of the variance.

The results proved to be statistically significant and support the vast majority of studies showing a negative correlation between overall job satisfaction and turnover. However, their findings are consistent with Mobley, et al. (1979) in that the amount of variance accounted for in the research is consistently under 14 percent and that overall job satisfaction has a rather moderate predictive ability on turnover. In turn, this suggests there are numerous other variables to consider when seeking predictors of turnover and turnover intent.

The relationship between overall job satisfaction, organizational commitment and turnover has been researched thoroughly and yet remains a frequent topic of study. It has been researched from a broad perspective utilizing the categories discussed here, as well as small subset variables such as the demographic variables of age and education, length of employment, and compensation.

It is suggested here, based on the generational literature and the unique characteristics of the restaurant industry workforce, that the relationship between the manager and employee represents a strong arbitrating factor in the turnover phenomenon. Therefore, further research is warranted to expand the current body of knowledge regarding the manager/employee relationship and its generational impact on turnover intent.

Organizational Communication

Communication, specifically superior/subordinate communication, is as complex as the attitudinal variables of job satisfaction and organizational commitment. Although the terms superior and subordinate have their roots in Latin, Jablin (1979) defined superior-subordinate communications as “those exchanges of information and influence between organizational members, at least one of whom has formal authority to direct and evaluate the activities of other organizational members” (p. 1202). For purposes of this study, this will reflect the manager/employee relationship. Jablin goes on to point out that although manager/employee communication has been a topic of social science research for many years, it has not been organized or classified and in general has not received sufficient interpretation as a body of knowledge.

Scott, et al. (1999) recognized the general absence of communication concepts in the vast majority of studies on job satisfaction and organizational commitment and their relationship to turnover. Mentioned earlier, Jablin (1987) suggested that the general resistance to include the potential relationship of communication with antecedent variables to turnover was due to the complexity of the construct itself.

In a preliminary model, Jablin (1987) specified eight communication variables, one of which he termed supervisor communication. However, as early as 1985 Jablin identified 10 areas considered of value in the manager/employee communication variable: (1) interaction patterns and related attitudes, (2) openness in communication, (3) upward distortion, (4) upward influence, (5) semantic-information distance, (6) effective verses ineffective superiors, (7) personal characteristics, (8) feedback, (9) conflict, and (10) systemic variables.

Similarly, the research instruments utilized to measure the relationships between job satisfaction, organizational commitment and turnover, such as those previously discussed, include formal elements of manager/employee relationships as they relate to the communication exchange. The brief discussion of the interrelationship between these concepts is provided as support to Jablin's statement about the complexity of the communication construct. It is Jablin's identification of feedback as an important component of manager/employee communication that serves as rationale for its use as the stimulus and a condition of this study.

Scott et al. (1999) goes on to point out another limitation in the turnover research. The research linking organizational commitment to turnover ignores the more communication-based form of attachment called identification whereby the employee identifies with the organization's goals, values, and culture. However, when one again considers the unique make up and characteristics of the restaurant industry's workforce, in particular the average job tenure, median age, and career aspirations within the industry, one could argue that identification with the organization is less likely than identification with the organization's representative that is closest to the employee, the manager.

Various researchers (e.g., Dansereau & Markham, 1987; Jablin, 1985) have established that managers spend up to two thirds of their time communicating with their employees. Subsequently, within the closed boundaries of an individual restaurant, the vast majority of this takes place verbally and in face-to-face contexts. Additionally, research indicates that employee task performance constitute the focus of most manager/employee communications. These topics are representative of impersonal

(external to one's self) rather than personal (related to one's self) communication interactions, (Richetto, 1969). Prior to Richetto's research, Katz and Kahn (1966) detailed this by defining five general types of communication in this dyad: (a) job instructions, (b) job rationale, (c) organizational procedures and practices, (d) feedback about subordinate performance, and (e) indoctrination of goals (pp. 239-241). In addition, Jablin (1985) pointed out that very little research has been directed at exploring the role of employee's perceptions and feelings about the interpersonal environment and how it influences their intention to leave their employer. Concurrently, little if any research has been conducted in the area of communicative behaviors involved in the performance relationship between the manager and employee (Jablin, 1985).

Additional research by Jablin (1984) suggested that employees who quit their jobs within six weeks of employment had a more positive perception of the communication environment of their previous jobs. In other words, the emphasis within the first six weeks of employment should focus strongly on the communication links between managers and their new employees. This will help create better environments and relationships than the new employees experienced in their last jobs. In part, due to the overall lack of research in this area, Jablin, as well as others, strongly suggests that future research be directed at the relationship between employees who experience similar patterns of perceptions of their communication environment and those who voluntarily terminate their employment.

These studies provide the rationale for using manager/employee communication exchanges, centered on poor employee performance as a stimulus and condition of this study. Furthermore, the design of this study serves to support the concerns expressed by

Scott, et al. (1999); the general absence of communication concepts, and their impacts on job satisfaction and organizational commitment in relationship to turnover intent warrants further study.

Manager/Employee Relationship: The Shared Variable

Interpersonal relationships within organizations serve as a foundation for getting things done and play a critical role in the management process (Boyd & Taylor, 1998). Consequently, these relationships have been studied as they relate and impact organizational factors from turnover to the organizational culture. However, few if any studies have evolved around the issue of friendship and how it affects the leader-follower relationship (Boyd & Taylor).

Leader-Member Exchange

Within the confines of overall job satisfaction and organizational commitment, the two generally accepted antecedents to turnover, rests the shared element of the manager/employee relationship. Frequently, this has been approached from the leader-member exchange theory (LMX) where the emphasis is on leaders/managers their behaviors and style as they relate to each individual employee (Graen, 1976).

The leader's (manager's) relationship with each individual subordinate (employee) represents a dyad. Within each dyad, the member roles are defined and an exchange process begins as both members of the dyad assess their inputs and outputs to the relationship, (Boyd & Taylor, 1998). In other words, the exchange relationship is based on the expectation of benefits received for benefits given. This can occur initially when an individual begins employment and the manager assigns tasks and responsibilities. As the employee completes or fails to complete the assigned duties, the

manager will develop a perception about the general reliability of the employee (Dansereau, et al., 1975; Lee, 2000). Employees who perform task assignments in a satisfactory manner will then gradually be given more responsibility and the relationship develops.

These exchanges can evolve into mutually agreeable dyadic relationships for those members who perform and accept duties above their normal responsibilities, but not always. In turn, dyadic relationships which prove to be dissatisfactory to either member will not evolve into mutually satisfactory relationships. The former are referred to as the “in-groups” and the latter as “out-groups.” “In-group” members, or quality LMX, are characterized by high trust and frequent interaction within the dyad. The “out-group” or low quality LMX is characterized by low levels of trust and interaction with in the dyad and subsequently employees are restricted to routine duties and more formal communicating exchanges (Lee, 2000).

Of major importance is the evidence that these LMX relationships tend to form very quickly within the organization (Graen & Cashman, 1975). This is of particular importance when considering the average tenure of the restaurant industry workforce. This provides an incentive for restaurant managers to positively impact factors of job satisfaction and organizational commitment, such as manager/employee relationships early on. It is important to note that the LMX is based on the working relationship between the manager and the employee, as is the majority of research in this area of communication. Very little research has been done to explore the friendship relationship, and its potential impact, or the nature of friendship between managers and their employees.

Hayes (1988, p. 395) defines friendship as, “voluntary interdependence between two persons over time that is intended to facilitate social-emotional goals of the participants, and may involve varying types and degrees of companionship, intimacy, affection, and mutual assistance.” Boyd and Taylor (1998) discuss four components of friendship of which two are of interest here. First, friendship is a voluntary interdependence in that it is not a result of the participants’ roles. And second, social emotional goals such as emotional support, stimulation, and belongingness serve as the goal of the relationship, rather than those centered on the organization. This reflects the social needs suggested by Maslow discussed earlier. This is of particular importance when one considers the characteristics of restaurant industry workforce.

As mentioned earlier, only 18 percent of the restaurant industry workforce is represented by careerists. Based on the generational research it is logical to assume that a high percentage of employees in the remaining three classifications (pass-throughs, misplaced, and undecideds) may place a high value on these two particular components of the friendship-type manager/employee relationship. Furthermore, the type of relationships, whether exchange or friendship based does not have to be mutually exclusive.

Research has observed that both personal (communal) and role (exchange) elements can co-exist in organizational relationships (Bridge & Baxter, 1992; Ibarra, 1993). According to Boyd and Taylor (1998) this should be a naturally occurring phenomenon between people who are interacting on a regular basis. It is inevitable that exchanges are going to occur between managers and employees within the organization. Consequently, it is likely friendship relationships, in conjunction with exchange

relationships, between managers and employees will also occur within the organizational setting (Boyd & Taylor). It is suggested here, considering the makeup of the restaurant workforce, that this interrelationship has potentially strong benefits and can positively influence the strength and quality of the manager-employee relationship, thus acting as an arbitrator and influencing turnover intent.

Liking

Liking is a prerequisite to any formal or informal positive relationship. Guralnik (1973, p. 334) defines liking as, "A fondness; affection; preference." This would be especially true of friendships. In their work with appraisal accuracy, Cardy and Dobbins (1986) recognized the general tendency to omit the potential importance of feelings and emotions in the designs of cognitive models of the appraisal process. "The significant effect on rating accuracy indicates that liking is an integral dimension, that is, a dimension difficult to separate from performance" (p. 672). Results of their experimental research indicate that liking influences information processing of employee performance, and can act to bias performance ratings by the rater. In addition, Feldman (1981) proposed the influence of liking may result in acts of leniency or severity directed toward the employee regarding performance.

The importance of this finding cannot be understated. Although performance as a predictor of turnover has been inconclusive, a study by Stumpf and Dawley (1981) involving 1,700 workers in several hundred small businesses revealed a statistically significant negative relationship (-.34) between employee performance (included performance ratings) and voluntary turnover. As performance ratings went down,

voluntary turnover went up. This suggests a relationship between employees who are told their performance is not satisfactory and increased voluntary turnover.

The affect of liking is not role exclusive. In other words, the dimension does not pertain solely to the potential bias of a manager as it relates to appraisal of performance of an employee. It is suggested that it is reciprocal in nature. It was discussed earlier that managers spend nearly two thirds of their time communicating with their employees and the subject matter of much of this face-to-face interaction evolves around task performance (Jablin, 1987) which includes performance feedback. It is suggested here that during communication exchanges regarding performance, employees are, in a sense, evaluating their managers and the influence of liking may bias the employee's evaluation of their manager as well. Thus, a strong liking relationship may result in acts of leniency by the employee, such as remaining with the organization even after continued discussions of poor performance occur.

This is similar to a disliking relationship resulting from discussions of poor performance resulting in acts of severity such as voluntary turnover. Therefore, not liking a manager is reason enough to leave when other aspects of the job, such as fair compensation, recognition and good career growth are present (Kaye & Jordan-Evans, 1999). Consequently, restaurant managers have a vested interest in getting their employees to like them.

Performance Feedback

Various aspects of performance feedback and its relationship to voluntary turnover have been studied (Stumpf and Dawley 1981). These provide the rationale for using simulated, video vignettes of manager/employee communication exchanges,

centered on an employee's poor performance, as the stimuli to turnover intent as a condition of this study.

Turnover research has long supported the notion that role stress contributes significantly to the decision to leave (Griffeth & Hom, 2001). Accordingly, role conflict, role ambiguity, and role overload are specific contributors to this phenomenon (Krackhardt, McKenna, Porter & Steers, 1981). Employees feel a sense of conflict when their perception of the demands for the position and its requirements do not match with those of their managers. The role can become ambiguous when the employee is unclear about their manager's expectations relating to work performance. And lastly, employees will experience overload when they are faced with too many expectations.

These conflicting perceptions about performance often exist between manager and employee, and serve as the rationale behind holding performance feedback exchanges. Therefore, successful execution of performance feedback and an appraisal process, paired with counseling skills on the part of the manager, can assist in alleviating the stress involved and the potential impact on the decision to leave. Again, due to the often-negative overtones of these exchanges, this study utilized them as stimuli and conditions of the study in an attempt to influence participants' turnover intent.

A primary objective of the performance appraisal process is to compare an individual's performance with previously established goals and objectives or expectations, followed by an agreed upon plan of action to turn any substandard performance into strengths. It is more than simply telling an employee they have failed or succeeded to meet expectations of the job. It provides a communication venue to specifically compare notes on performance expectations, discuss commitments, and work

out a detailed plan to manage them. Any surprises can have a negative effect; therefore, a successfully executed performance appraisal helps eliminate surprises as a source of stress for the employee.

Not only can organizations train their managers how to assess and communicate their evaluations to their employees, they have a responsibility and vested interest to do so. The issue of fairness in the performance feedback process has been addressed by numerous researchers and the issue plays a major role in employees' perceptions. Zall (2000) discusses it in terms of treating all employees the same under the same circumstances. However, despite structured template performance reviews, the element of subjectivity is often present and can taint employee perceptions of fairness and damage the manager-employee relationship. Consequently, a performance feedback exchange considered unfair by the employee can influence future employee-manager communication exchanges, severely impact job satisfaction, organizational commitment, and influence turnover intent. Furthermore, it is suggested here that these perceptions are, in part, arbitrated by the employees' perceived relationship with their managers.

Kaye and Jordan-Evans (2000), and Gilley, Boughton, and Maycunich (1999) suggest that developmental appraisals are dissimilar from customary performance appraisals and managers need to be taught these new skills. The authors discuss common characteristics of retention managers who enact this developmental approach. First, they have a mindset focused on development verse appraisal. Secondly, they possess a management style which breeds loyalty, undoubtedly from their skills as a coach mentioned earlier. And lastly, managers who have retention as a goal can pull all of these factors together to create an environment that their employees love being a part of.

Performance feedback should be considered a positive experience, even when there are issues to resolve involving poor performance (Zall, 2000). When developmental communication is successful, employees view it as taking an interest in their careers. Thus, a successful process is a key element affecting the employee's ability to grow in their job and plays a major role in retention even when the feedback may be negative.

Peskin (1973) supports this position and summarizes the importance of positive performance feedback by stating, "Performance appraisal methods and criteria are important to a successful promotion system" (p. 123). Methods and criteria encompass several elements. Employees want concrete measurements and a thorough understanding of what a 'job well done' means. Furthermore, as Table 2.1 illustrates, the Y Generation wants this feedback immediately (see Table 2.1). Despite the fact that output is more easily measured in production than service jobs, organizations and their managers must develop accurate performance criteria to use when evaluating employee performance. In the absence of clearly defined and properly communicated performance criteria, management often interjects subjective, arbitrary judgments as discussed earlier, often perceived as unfair and demoralizing by the employee (Peskin). Furthermore, when these performance criteria are not clearly defined and fully and properly communicated to employees, the motivational impact is weakened and employees are more likely to quit their jobs.

When the concept of "liking" is present in the manager/employee relationship, there are fewer venues for it to influence this love-hate relationship than when a manager provides feedback to an employee regarding their poor performance. Managers who do not understand the behavioral aspects of this exchange, and the part various types of

relationships can play in the process, run the extreme risk of losing employees. Whether intentional or not, managers make mistakes during these exchanges. Some managerial missteps during a performance feedback exchange include, but are not limited to: acting superior to the employee, being condescending, swearing at any point, being sarcastic or flippant, only providing negative feedback or heavily weighted in the negative, setting unattainable goals or not being clear about them and how they are measured, being intimidating, and using fear to imply that the manager does not have to accept any responsibility for their employees lack of achievement (Kaye & Jordan-Evans, 1999).

Delivering what is often termed “constructive criticism” in the form of sub-standard performance feedback in a positive way is an artful skill. It is suggested here that a stronger manager/employee relationship can arbitrate managerial shortcomings and enhance retention efforts in light of performance feedback centered on poor employee performance.

Management Responsibility: Employee Retention

Kaye and Jordan-Evans (2000) discuss the need to educate managers about their role in the retention process. It is not the responsibility of human resource development (HRD) professionals to accept control over this phenomenon but rather to wake up managers to the power and impact they have over line employees. Additionally, Kaye and Jordan-Evans see the responsibility for building a culture of retention within organizations falling squarely on members of line management as well. Some managers have an inherent ability to retain employees under their direct supervision while others need assistance and training support in these areas. A strategic approach to the turnover issue places the development of a retention process with HRD but its execution, and

subsequent effects on employee turnover, rests with the organizations' managers.

Managers are closest to the employee and thus play the integral role in the retention process (Jones, Kaye, & Taylor, 1981). The steps to this end often include, but are not limited to, management actions of performance coaching and providing performance feedback each of which represent communication exchanges. The authors state that managers must feel competent in these areas before they begin these practices.

However, the SHRM-BNA (Society for Human Resource Managers, 2001) survey revealed that not all organizations and their human resource (HR) departments concur with the same leveling of responsibilities. According to their data, over half of the responding organizations expect HR departments to fully execute or collaborate with unit managers on activities involving feedback on employee performance. Nine percent placed full responsibility for conducting employee performance appraisals with unit managers. Additionally, 99 percent of the organizations' HR departments either take complete responsibility or share it with unit managers when it comes to disciplining employees. One percent of the surveyed organizations expected unit managers to handle disciplinary activities themselves (Society for Human Resource Managers). These statistics beg the question, what do these actions do for the manager/employee relationship?

Unfortunately, research has shown that many managers refuse to believe manager/employee relationships act as retention motivators for employees. Further, managers who do not know what makes employees stay run greater risks of losing them to other organizations (Kaye & Jordan-Evans, 2000). Career growth, a boss that cares, professional learning and development, challenging and exciting work, and making a

contribution to the organization were cited as the top retention factors by over 500,000 employees in 300 companies responding to a Hay Group study (Council for Adult, 1999). Contrary to this research, Kaye & Jordan-Evans (1999) discovered that nine of ten managers surveyed believed money was the primary factor in employee decisions to stay with or leave their employer. This contradictory perspective presents three areas of concern: convincing managers that employees are more than mere company assets, retaining employees is an important functional responsibility they must accept, and training and developing managers impacts the most important factors influencing voluntary turnover. Discrepancies in research results, such as those mentioned provide additional rationale for research into the manager/employee relationship and its potential impact on turnover intent.

Managers with reputations for employee retention use coaching skills to build relationships through communication exchanges. In addition, employees are more likely to view these managers as leaders when they display coaching styles characterized by the manner in which they train, establish standards of performance, set expectations, and provide performance feedback (Russell, 1994). Kaye and Jordan-Evans (2000) also draw reference to research performed by the Saratoga Institute which revealed 50 percent of work-life satisfaction is determined by the manager/employee relationship. A manager's coaching style can breed loyalty affecting the employees' decision to stay or leave. Moreover, turnover is likely to occur when an employee has sustained feelings of frustration or limited success in the job (Linchitz, 1993). Managers must be able to recognize these negative feelings in their employee ranks and also possess the skills to

provide one-on-one performance feedback and coaching in a positive, morale-boosting manner.

However, there is more to exercising successful coaching strategies than following a step-by-step template. It often requires a manager to provide positive feedback related to poor performance. This is easier said than done and often requires management training. For those managers unable to recognize their employees' negative feelings, Heck (1982) suggests managers simply take time to ask employees how their work is progressing. This is a time for two-way feedback supporting the "meaningful communication" between managers and employees presented by Griffeth and Hom (2001). Without active coaching, managers miss occasions to be in touch with employees' needs and goals of those in the organization as well as the opportunity to foster employee loyalty (Russell, 1994).

Managers known for their retention skills employ successful coaching techniques that enable employees to improve their skills and knowledge in a manner which enhances work-life satisfaction. Successful coaching fosters a better manager/employee relationship and brings those elements deemed primary retention factors within grasp, namely career growth, challenging and exciting work, and an increased ability to make contributions to the organization. In addition, when managers are viewed as good coaches, they are also viewed as managers who care while providing the professional learning and development needed to satisfy the same retention factors.

Behavioral shortfalls of employees, whether performance related or not, are seldom easy to accept, nor are they easy for managers to discuss. Zall (2000) points out that employees want to be told the truth and will act on what they perceive.

Consequently, managers must be able to express concerns no matter how uncomfortable it may be for either party.

Conclusions

Research has suggested numerous antecedent variables influence voluntary employee turnover. Furthermore, without any definitive evidence that one variable primarily impacts this phenomenon more than others there are an incalculable number of combinations of variables affecting the employee decision to stay or leave. Additionally, those which are impacting turnover in one organization today are not necessarily the same as those affecting other organizations or the industry.

However, it is suggested here that because of its unique workforce the restaurant industry can only partially subscribe to the majority of theories and turnover models presented in the literature. It is also suggested here that the value younger, restaurant employees place on the manager/employee relationship has a profound impact on their decisions to stay or leave their employers. The organizational commitment variable so universally accepted as a precursor to turnover intent is perhaps over represented, less explanatory, and relevant when applied to the restaurant industry. The IOC data revealed less than 15 percent of food service employees decided to work in their current jobs because they wanted a job with a future. Furthermore, the “careerists,” people who enjoy working in the foodservice industry and plan to make it long term career, represent 18 percent of the industry’s workforce (see Table 2.3). Unfortunately this leaves an overwhelming 82 percent of the industry’s workforce who are not looking for a career with their current employer or in the restaurant industry.

Table 2.3

Career Orientation Group Classifications of Restaurant Employees

Workforce Career Group	% in Industry
Pass throughs	35
Misplaced	25
Undecideds	22
Careerists	18
Total	100

Note: From National Restaurant Association Education Foundation, 1997.

In the 82 percent of “non-careerists,” 35 percent are classified as “pass-throughs” or those employees who probably are career-oriented, but not in foodservice (“National Restaurant Association,” 1997). This percentage is about 17 percent for non-foodservice workers. The length of employment in foodservice is somewhat predetermined for this group. However, it is suggested restaurant managers can impact this group’s job tenure through the quality of their relationships; thus reducing the organization’s overall turnover long term. Emphasis on elements aligned more closely with job satisfaction, in particular the antecedent variable quality of the manager/employee relationship and the quality of the communication exchanges previously discussed, is encouraged.

Among the numerous traditional management skills which currently serve as the training fodder for many organizational HRD departments, adding another topic as complex as the manager/employee communication exchanges focusing on relationship building may prove problematic and somewhat of a stretch for some organizations.

Nevertheless, organizations suffering from inordinate employee turnover must step back and objectively assess their managerial skills and HRD efforts related to the foci discussed here and perhaps adjust their priorities. It is commonly said in the restaurant industry that employees do not leave the restaurant, they leave the manager. As mentioned earlier, no other representative of the restaurant organization is closer to the employee than the unit manager, and it is suggested here “Generation Y” places more emphasis on the manager/employee relationship than the generations preceding them. It is suggested that “Generation X” will extrapolate this variable when it comes to decisions about leaving. If “Generation Y” employees view their relationships with their managers as positive, when faced with a reason to leave, it is likely the positive feelings employees have for their managers will influence their decision not to leave.

This study attempts to demonstrate the arbitrating effects of the manager/employee relationship on turnover intent, and that generational differences exist in the value placed on this relationship. Based on the research, vignettes of performance feedback reflecting an employee’s poor performance were used as the specific LMX communication exchange and were considered a condition of the study. The exchange was designed to stimulate turnover intent (see Figure 2.4).

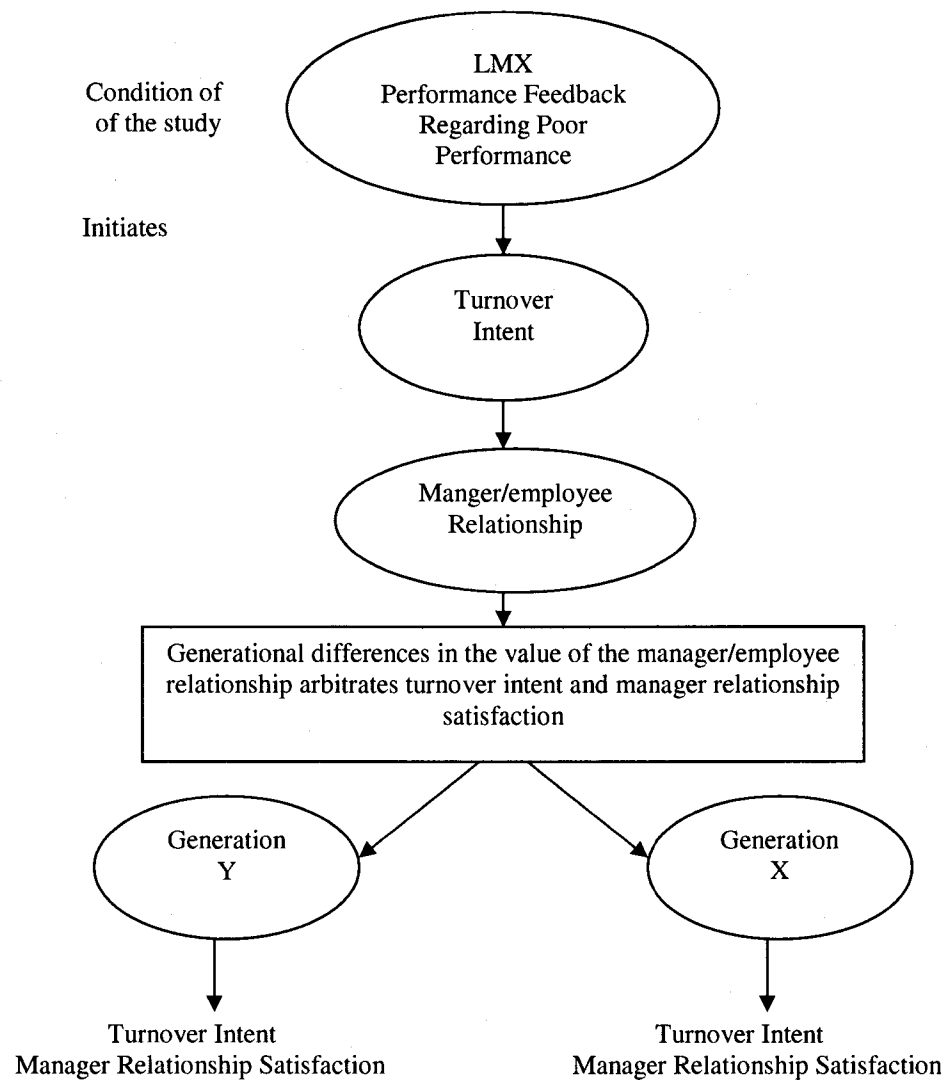


Figure 2.4. Conceptual model of the study.

CHAPTER 3: METHODOLOGY

Introduction

The methodology used to investigate the differences between two generations of front-of-the-house restaurant employees and the influences of manager/employee relationships on turnover intent are discussed in this chapter. This will be addressed through the following hypotheses:

- Given a performance feedback exchange centered on poor employee performance, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and voluntary turnover intent.
- Given a performance feedback exchange centered on poor employee performance and whose job tenure with their current employer is one year or less, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and voluntary turnover intent.

In addition, the potential differences between various manager/employee relationships will be investigated within each generational category:

- Given a performance feedback exchange centered on poor employee performance, there is no significant difference between the various types of

manager /employee relationships and voluntary turnover intent for
“Generation X.”

- Given a performance feedback exchange centered on poor employee performance, there is no significant difference between the various types of manager /employee relationships and voluntary turnover intent for
“Generation Y.”

Additionally, the study will explore how each generational category perceives the influence of their manager/employee relationship with other factors of the job that influence job tenure.

- There is no difference between “Generation X” and “Generation Y” in regards to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure

Finally, the influence of various types of manager/employee relationships on overall manager relationship satisfaction will be measured independently for “Generation X” and “Generation Y” as well as any significant differences between the generational groups.

- There are no significant differences between various types of manager/employee relationships and manager relationship satisfaction for
“Generation X.”
- There are no significant differences between various types of manager/employee relationships and manager relationship satisfaction for
Generation Y.

- Given a performance feedback exchange centered on poor employee performance, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction.
- Given a performance feedback exchange centered on poor employee performance and whose job tenure with their current employer is one or less, there is no significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction.

In addition, sample characteristics, instrument development and administration, data collection and planned analyses will be presented. Results of the pilot test will be discussed in detail, and the statistical analysis that is used in the study is presented as well.

Pilot Study of the Survey Instrument

A pilot study was conducted that focused on the following elements: a) to establish internal reliability measures for the manager relationship measures and verify the turnover intent scale, b) determine the number of levels of the independent variable type of manager/employee relationships to utilize in the study, c) determine the time required to view the video simulations and complete the instrument, d) determine the clarity of the instrument and the ease which it could be completed, and e) to assess face and content validity of both the written instrument and the video simulations. Twenty students and food service employees from Colorado State University and Front Range Community College in Fort Collins, Colorado were asked to participate in the pilot study.

Only those who represented the two generational categories being studied were invited to participate. All twenty instruments were properly completed and used in the pilot analysis.

The original instrument contained 26 items designed to represent the two constructs under study. These in turn were divided into two separate sections, both containing elements of the two constructs but with slightly different instructions to the participants and different measurement responses.

The first section contained 11 items and asked participants to evaluate the likelihood the manager/employee conversations depicted in the vignettes would influence their desire to stay in a job longer. The six-level, Likert scale ranged from “very likely” to “very unlikely.” The second set of elements, items 12 through 26, utilized a similar six-level, Likert scale which ranged from “strongly agree” to “strongly disagree” and asked participants to evaluate their feelings and attitudes about the manager in the video. This design proved to be problematic with several pilot–study participants. Several participants attempted to relate the first vignette with items one through 11 and the second vignette with items 12 through 26. Simple wording modifications were made and the final design combined both sections using one, six-level, Likert scale ranging from (1) strongly disagree to (6) strongly agree.

Principle axis factoring with Varimax rotation was used to evaluate and ensure the two underlying constructs contained in the first 11 items and the second 15 items. Absolute values less than .5 were suppressed and two factors were requested.

After the first rotation of items one through 11, the turnover intent factor accounted for 32.8% of the variance. The second factor, manager/employee relationship

accounted for 16.2%. Table 3.1 displays items one through 11 with their construct label, factor loadings, and communalities (Turnover Intent -TI and Manager Relationship Satisfaction-MRS). Figure 3.1 displays the plot of factors in rotated space for items one through 11 (see Figure 3.1).

Table 3.1

Factor Loadings for Rotated Factors Items One through 11

	Factor Loading		Communality
	1 (TI)	2 (MRS)	
Q9 TI	.983		.895
Q4 TI	.952		.879
Q7 TI	.848		.835
Q1 MRS		.771	.710
Q10 MRS		.744	.662
Q2 MRS		.598	.508
Q3 MRS		.568	.603
Q5 MRS			.402
Q6 MRS			.570
Q8 MRS			.374
Q11 MRS		-.580	.554
Eigenvalues	35.75	20.62	
% of variance	32.85	16.26	

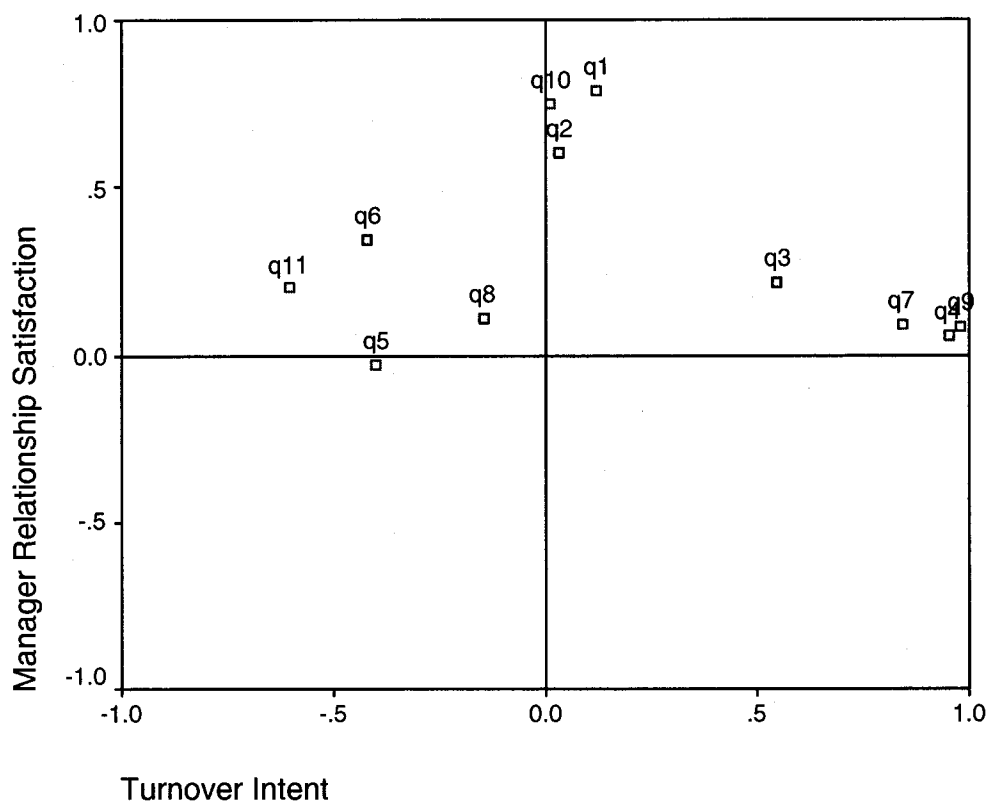


Figure 3.1. Factors plot in rotated factor space for items one through 11.

The first rotation of items, 12 through 26 revealed both constructs of the study contained within the same factor and accounted for 44.8% of the variance. However, based on close examination of the items isolated in a second factor, a manager relationship satisfaction construct with an emphasis on communication (MRS-2) was represented by six items and accounted for 24.4% of the variance. Four of the six items indexed high for both constructs. Table 3.2 displays the items 12 through 26 with their construct labels, factor loadings and communalities (see Table 3.2).

Table 3.2

Factor Loadings for Rotated Factors Items 12 through 26

Items	Factor Loadings		Communality
	MRS	MRS-2	
Q17 TI	-.920		.895
Q16 MRS	.875		.967
Q20 MRS	.832		.929
Q13 MRS	.789		.951
Q18 MRS	.706		.946
Q24 MRS	.680		.844
Q15 MRS	.662	.504	.969
Q25 TI	-.646		.835
Q19 MRS	.645	.514	.918
Q23 MRS	.600	.551	.889
Q26 MRS	.597	.551	.910
Q22 TI	-.562		.879
Q21 MRS	.558		.849
Q14 MRS		.978	.915
Q12 MRS		.774	.966
Eigenvalues	64.43	7.72	
% of variance	44.82	24.41	

Additionally, figure 3.2 displays the plot of factors in rotated space for items 12 through 26 (see Figure3.2). Although the two targeted constructs of turnover intent and

manager relationship satisfaction indexed together, questions 17, 22, and 25 represented the turnover intent construct and were indexed with negative values. This can be seen in Table 3.2 (see Table 3.2).

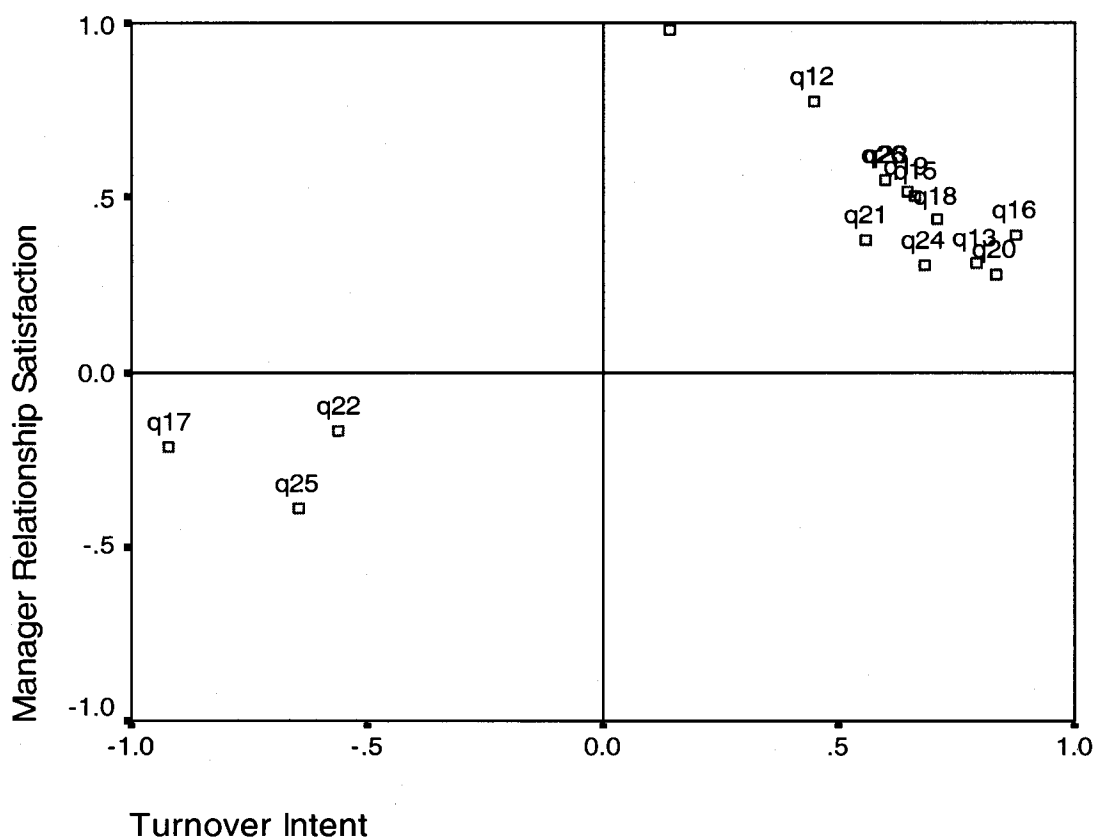


Figure 3.2. Factors plot in rotated factor space for items 12 through 26.

It was mentioned earlier the instrument used in the pilot study contained two separate sections which proved to be problematic. Items one through 11 used a six-item Likert scale labeled “very likely” to “very unlikely” and items 12 through 26 were labeled “strongly agree” to “strongly disagree.” Although the labels differed, their meanings were parallel and the assigned values ranged from one through six accordingly.

Principle axis factoring with varimax rotation was performed on all 26 items to verify the constructs under consideration. Absolute values less than .5 were suppressed and two factors were requested. After the first rotation, the turnover intent and manager relationship satisfaction constructs indexed together similarly to the rotation of items one through 11. These accounted for 48.8% of the variance. What distinguished the two constructs from each other were the negative values assigned to the turnover intent items in the rotation. Items one, two and 10 indexed together and accounted for 10.5% of the variance. These can be seen in Figure 3.3 (see Figure 3.3).

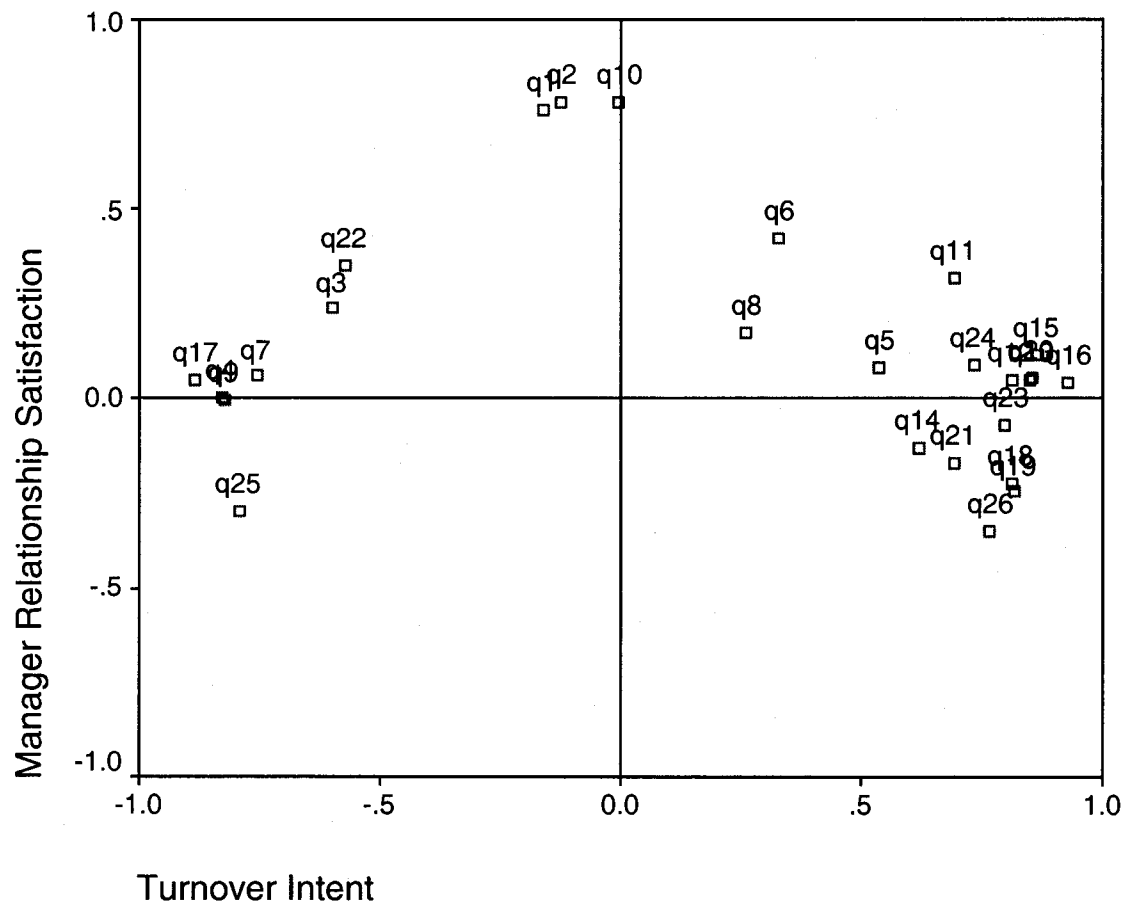


Figure 3.3 Factors plot in rotated factor space for items one through 26.

This provided additional rationale for modifying these items to better reflect the manager relationship satisfaction construct under consideration. Communalities for all 26 items were valued at 1.0 revealing high inter-correlations.

As a result of the pilot-study analysis, items one, two, six, seven, 10, 11, 16, 17, 19 and 20 were modified to more accurately reflect the constructs being sought, provide consistent wording, and provide positive values for interpretation. Question five was omitted. Questions six and eight did not achieve absolute values greater than .5; however, a subjective decision was made to keep them in the instrument.

Items four, seven and nine from the first section and items 17, 22, and 25 from the second section were verified as the six elements composing the turnover intent construct. These items were grouped to create the outcome variable of turnover intent which was then used to determine the number of levels of the independent variable, manager/employee relationship. The balance of items were then combined to create the second outcome variable for the study, manager relationship satisfaction.

Tests of internal consistency (Cronbach's alpha) were conducted to assess the reliability of both constructs and their scales. All reliability coefficients can be seen in Table 3.3. Internal reliability measures for turnover intent ranged from .581 to .896. Internal reliability measure for manager relationship satisfaction ranged from .004 to .803. As mentioned earlier, several questions with low alphas were modified as a result of this analysis to better reflect the constructs being studied. As constructs, internal reliability for turnover intent was .924 and manager relationship satisfaction was .848 (see Table 3.3).

Based on results of a focus group and informal conversations with restaurant employees and managers, four initial types of manager/employee relationships were tested in the pilot (see Table 3.4).

Table 3.3.

Descriptive Statistics and Reliability Measures for Pilot Study (N=20)

Variable	Mean	SD	Min	Max	Alpha
Turnover Intent	4.292	1.3077			.9237
TI Q4	4.700	1.5594	1	6	.8573
TI Q7	4.400	1.6670	1	6	.8026
TI Q9	4.800	1.5761	1	6	.8960
TI Q17	4.550	1.6051	1	6	.8497
TI Q22	3.000	1.2140	1	5	.5819
TI Q25	4.300	1.5594	1	6	.6641
MRS	2.650	.7382			.8484
MRS Q1	3.150	1.6944	1	6	-.0036
MRS Q2	3.300	1.4903	1	6	-.0159
MRS Q3	3.950	1.7911	1	6	-.4760
MRS Q6	3.450	1.8202	1	6	.3685
MRS Q8	3.200	1.1965	1	6	.3116
MRS Q10	4.050	1.3563		6	.1372
MRS Q11	2.200	1.7351	2	6	.6380
MRS Q12	2.000	1.2140	1	5	.7447
MRS Q13	1.500	.8272	1	4	.7629
MRS Q14	2.000	1.0260	1	4	.5617
MRSQ15	1.650	1.0400	1	5	.7899
MRS Q16	2.100	1.5526	1	6	.8455
MRS Q18	2.650	1.5985	1	5	.6625
MRS Q19	2.700	1.5927	1	6	.6455
MRS Q20	2.100	1.1653	1	5	.8032
MRS Q21	3.000	1.5560	1	6	.5798
MRS Q23	2.400	1.1877	1	5	.7480
MRS Q24	2.950	1.4318	1	6	.6395
MRS Q26	2.000	1.2978	1	6	.5986

In an effort to minimize the number of manager/employee relationships under consideration to those which were statistically significant, a one-way ANOVA was used to explore the relationships between the four original levels of the independent variable, manager/employee relationship, and the dependent variable turnover intent. The alpha level was set a priori at .05. The analysis produced a statistically significant difference between the four levels of manager/employee relationship $F(3, 16) = 3.93, p < .028$. Subsequently, a Tukey post hoc analysis was performed to determine which levels, or combinations of levels of manager/employee relationship produced statistical significance. The post hoc revealed a statistically significant difference between level one, “like a friendship relationship and I like him” relationship and level four, “manager/employee relationship and I don’t really like him.” Levels two and three, “manager/employee relationship and I like him” and “manager/employee relationship and I neither like nor dislike him” showed no statistical significance. Therefore, these two levels were modified to create one level “manager/employee relationship” with no other descriptors.

Table 3.4.

Initial Manager/Employee Relationships Considered

1. Like a friendship relationship and I like him.
 2. Like an employer/employee relationship and I like him
 3. Like an employer/employee relationship and I neither like nor dislike him
 4. Like an employer/employee relationship and I don’t really like him
-

A separate section of the original instrument asked participants to rank seven items which could be influenced by management, and that had been shown to influence employees' decisions to stay with an employer longer. The mechanics of ranking these items also presented problems for several participants during the pilot study. Therefore, a decision was made to eliminate the ranking of these items and instead indicate whether or not the items influenced their decision to stay with an employer longer. Additionally, the original seven items were reduced to five which paralleled those used in the Industry of Choice (IOC) study (see Table 3.5). A six point, Likert scale ranging from, (1) "does not influence" to (6) "strongly influences" was substituted.

Table 3.5

Manager-Related Reasons Employees Leave the Restaurant Industry

1. Low compensation
 2. Better work schedule
 3. Better employee benefits
 4. Opportunity for advancement
 5. Relationship with manager
-

Note: Adapted from Industry of Choice Report (1997). Each item was measured on a six-point Likert scale ranging from (1) "does not influence" to (6) "strongly influences."

Two members of the School of Education faculty and two restaurant owner/operators were asked to review the instrument and supporting video simulations to establish face and content validity prior to the pilot test. Both owners/operators were salaried members of management and were not members of either generational groups being studied. Based

on feedback from the participants, faculty, and industry practitioners, modifications and changes were made to the instrument and video vignettes.

Instrumentation and Conditions of the Study

Video Vignettes

Two video vignettes of manager/employee communication exchanges were created to act as stimuli to voluntary turnover intent and were considered conditions of the study. The survey instrument was designed to relate directly to the vignettes. All participants viewed the same two vignettes. One was be a brief, unplanned exchange between the manager and an employee during the performance of work-related tasks. The other was an excerpt from a planned discussion concerning past work performance, such as an annual performance appraisal. Both had overtones reflective of a conversation regarding an employee's poor job performance. The basis for using vignettes depicting poor performance feedback stemmed from research indicating: a) managers spend over two thirds of their time communicating with subordinates and the subject is often performance or task related, b) that the Leader Member Exchange (LMX) impacts the manager/employee relationship, and c) feedback considered unfair or negative impacts job satisfaction and influences turnover intent.

Independent Variables

The independent variable, type of manager relationship, was active and was manipulated with 3 levels. As mentioned earlier, four types of manager/employee relationship were originally designed and pilot tested based on information received from a focus group and conversations with restaurant employees and managers (see Table 3.4). The resulting 3 levels of this variable attempted to minimize the effects of recency

participants could experience during the experiment hence injecting workplace bias into the study (see Table 3.6).

Printed at the top of each survey instrument was one of the three types of manager/employee relationship (see Appendix A). Participants were asked to “assume” the assigned relationships prior to viewing the video vignettes of performance feedback reflecting poor employee performance.

Table 3.6

Manager/Employee Relationships Independent Variable

Consider that your relationship with the manager is:

1. Like a friendship relationship and I like him.
 2. An employer/employee relationship.
 3. An employer/employee relationship and I don't really like him.
-

The second independent variable was an inactive, attribute variable with two levels reflecting generational age groups. Participants born in 1983 and after represented “Generation Y” and those born in 1967 through 1978 represented “Generation X.” The gap between birth dates was designed to help account for inconsistencies and ensure more homogeneous generational groupings.

Measures

Turnover intent (TI) served as an outcome variable and was defined as “a conscious and deliberate willfulness to leave an employer” (Tett & Meyer, 1993, p. 262). Hom and Griffeth (1991) operationalized it by defining three indicators of the behavior: intent to search, intent to quit, and thinking about quitting. Similarly, in their study of people and organizational cultures, O'Reilly, et al. (1991) developed a four-item, seven-

point Likert scale with reported reliability coefficients of 0.83. Three of their four items were modified and used in the instrument (see items 1, 2 and 3 Table 3.7). Three other items were added to create the turnover intent scale. Two were developed specifically for this study (see items 4 and 5 Table 3.7). The last item was adapted from the Richfield Hotel study conducted by Smith, et al. (1999). Consequently, these and the accompanying items in Table 3.7 were re-verified during the pilot study. Individual reliability coefficients ranged from .562 to .983. As a construct, analysis of the pilot data on turnover intent reported a Cronbach's alpha of .924 (see Table 3.3).

Manager relationship satisfaction (MRS) served as a second outcome variable in an effort to examine differences between the three levels of the active independent variable, type of manager/employee relationship, within and between both generational categories. Elements from job satisfaction and organizational commitment surveys that focused on satisfaction with supervisors or managers were extracted and modified for use in the instrument. These were combined with additional items that were created for this study and represent an original measurement scale (see Table 3.8).

The internal reliability coefficients of the original instruments ranged from 0.88 to 0.93. However, due to necessary modifications of individual items, and the isolation and compilation of relationship and communication-based elements, the pilot study was utilized to establish independent reliability coefficients for each item in the instrument. Individual reliability coefficients ranged from .004 to .846. Items whose coefficients fell below .4 or had negative correlations were either modified or omitted from the final instrument. As a construct, analysis of the pilot data on manager relationship satisfaction reported a Cronbach's alpha of .848.

Table 3.7.

Turnover Intent Dependent Variable

-
1. I would prefer another more ideal job than the one I have here.
 2. I would think seriously about changing jobs.
 3. I would seriously intend to look for another job in the near future.
 4. It wouldn't take much to get me to leave my job.
 5. I would consider looking for another job.
 6. What the manager said to me about my job would cause me to consider accepting another position elsewhere with the same pay, benefits and hours.
-

Note: From O'Reilly, Chatman, and Caldwell (1991), Smith, Gregory, and Cannon (1996), and original items created for this study. The turnover intent scale was measured on a six-point Likert scale ranging from (1) "strongly disagree" to (6) "strongly agree."

Numerous variables can influence an employee's decision to not only leave their employer, but leave the industry, and no study can account for all of them. Furthermore, many of these variables are outside the control of the manager or organization. The IOC report isolated 15 reasons hourly restaurant employees leave the industry. Of these, five factors were judged to be manager-related issues resulting in voluntary turnover. It should be noted that the sixth ranked factor, to escape harassment, was also included in the IOC report but is omitted here. Although the participants in the IOC study left the industry, not just their employers, it is logical to assume these same factors could be sufficient to leave employers but stay in the industry simply because manager-related reasons to leave are based on the individual manager, not the industry as a whole. Table 3.5 presents the top five manager-related reasons employees leave the restaurant industry in the rank order of frequency reported (see Table 3.5).

Table 3.8

Manager Relationship Satisfaction Dependent Variable

1. Conversations like these would influence how I feel about the manager.
2. Because the manager assessed the situations, the comments would not change how I feel about the manager.
3. I would feel bad about our relationship.
4. What the manager said would affect my desire to work for him.
5. This type of interaction is important to me and would affect how I feel about working for the manager.
6. I would feel comfortable to challenge the manager concerning my performance.
7. I would accept what the manager has to say because of our relationship.
8. I feel the manager communicated effectively.
9. The type of work expected from me by the manager is reasonable.
10. The manager was telling me how I am doing on the job.
11. The manager was letting me know how I can improve my performance.
12. I would be willing to do what the manager just asked me.
13. I have an effective relationship with the manager.
14. I would choose to continue working at this job if faced with a similar conversation.
15. I would generally be willing to do whatever the manager asked of me.
16. When discussions occur about my job, the manager is showing concern for our relationship.
17. I understand the manager and he really is the way he appears.
18. I have an effective working relationship with the manager.
19. I received enough information from the manager to do my job well.

Note: Adapted from the Richfield Hotel study by Smith et al. (1999), Smith, et al. (1996), and original items created for this study. The strength of the manager/employee relationship scale was measured on a six-point Likert scale ranging from (1) “strongly disagree” to (6) “strongly agree.”

To examine generational differences in the perceived value of these items they were slightly modified and participants from each group were asked how these items might influence their decisions to stay in a restaurant job longer.

Population and Sampling Procedures

This study focused primarily on generational differences concerning perceptions of manager/employee relationships and their influences on turnover intent and manager relationship satisfaction with front-of-the-house workers in the restaurant industry. Therefore, the sample included English-speaking, front-of-the-house restaurant employees who were currently working or had worked within the past six months at the time of the study. Furthermore, only hourly employees born in 1983 or after (“Generation Y” ages 16 through 21) and those born in 1967 through 1978 (“Generation X” ages 26 through 37) were asked to participate.

There is general agreement that 1980 represents the year the last generational change occurred; however, there is not total agreement in the research community. Furthermore, it seemed unrealistic to suggest that members of two generational groups separated by a single year would be uniquely reflective of their generation as a whole. Therefore, the gap between age groups (members age 22 through 25) accounted for these inconsistencies and helped ensure members of each generation were more accurately represented. Aside from isolating participants with current job tenure of one year or less, no efforts were made to equate the subjects on attribute variables such as restaurant category, position(s) held, educational level, or nationality. However, as mentioned earlier some demographic information was collected.

The sampling frame was narrowed to include employees who were currently working, or had worked within six months at the time of the study, in restaurants located in Larimer County, Colorado. This area was chosen because of its proximity to the researcher and the minimal costs involved. A diagram of the research design is presented in Figure 3.4 (see Figure 3.4).

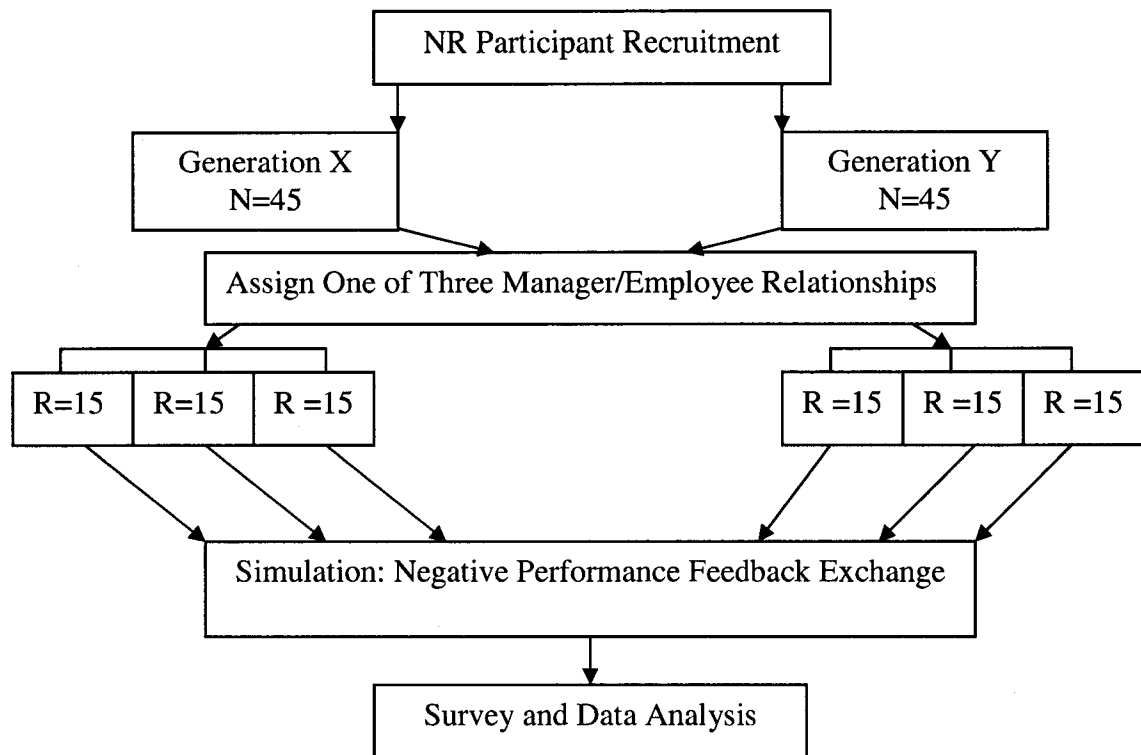


Figure 3.4. Research design.

Purposeful sampling was utilized due to the nature of the study and the specific characteristic requirements of the participants. As mentioned above, all participants were required to satisfy the following criteria: (a) born in 1983 or after, or born in 1967 through 1978, (b) English-speaking, hourly employees classified as front-of-the house

employees as defined in the definition of terms, (c) those that could respond in good faith and act in the spirit of the research being conducted.

Data Collection

Participants for this study were recruited from numerous sources. To facilitate the study in terms of time and expense, students enrolled in restaurant-related programs at Colorado State University and Front Range Community College were identified. Requests were made to address them and conduct the simulations in class (see Appendix D).

With the instructors' approvals, consent forms were distributed to participants who were age 18 or older at the beginning of each data-gathering session. The consent forms were thoroughly explained. All participants were asked to read and sign the consent forms prior to participating in the study (see Appendix B). No participants were under age 18 therefore, parental consent was not required.

Next, the procedures of the experiment were explained to participants according to a scripted set of instructions (see Appendix B). Then each participant received a single copy of the instrument and a number two pencil. Each survey instrument was pre-printed with one of the manager/employee relationships across the top of the instrument (see Appendix A). A random number table was utilized to place the instruments in random order and the instruments were handed out by the researcher.

The researcher asked participants to view the employees in the video as if it were themselves, and to the best of their ability, assume the manager/employee relationship they were assigned. The researcher aided them in this task by having them think about a past manager/employee relationship they may have had that was similar to the one they

were assigned. After questions were answered, the researcher played the two vignettes. Participants were asked to concentrate on what was being said in the vignettes and not to begin the instrument until the vignettes were finished.

After viewing the vignettes, participants were reminded by the researcher to respond, to the best of their ability, based on the manager/employee relationship they were assigned. In addition, the researcher directed participants not to speak or confer with others present during completion of the instrument. The instruments were collected as participants finished. Participants were thanked for their contributions and contact information was gathered from those who wished to have summary results sent to them.

Additionally, employees of member restaurants of the Larimer County Chapter, Colorado Restaurant Association (LCCRA) were recruited. Three LCCRA member restaurants were selected through a simple random sample from the Colorado Restaurant Association (CRA) membership book. Larimer County hosts several communities that vary in size, economic infrastructure, and demographics. This helped minimize over-representation of any particular group such as college students. A random number table was utilized to select 10 restaurants. The researcher personally contacted owners/operators, provided a brief introduction, and asked for a meeting to further explain the purpose of the research.

When an owner/operator agreed to a meeting, it was scheduled and the researcher presented the purpose, explained the process, viewed the video vignettes, and requested an opportunity to ask the employees working at that time for their participation. The researcher scheduled a return visit, if necessary, that was convenient to the owner/operator, and/or when a sufficient number of employees were present.

In many instances, the owner/operators allowed data collection on-site after a thorough explanation of the study and review of the materials. The decision to capitalize on these opportunities to collect data at the participants' place of work was made on an individual basis. Environmental factors such as noise levels and relative privacy, and whether or not rescheduling participants at neutral locations would have become problematic were considered. In all instances where data was gathered, the classroom procedures mentioned above were followed and the data was collected.

In situations where the owner/operator did not allow for data gathering on-site, or where the venue was inappropriate to gather data, the researcher and the employees who agreed to participate in the study exchanged contact information for scheduling alternate meetings. Additionally, requests were made to place a small poster in appropriate areas in the restaurant calling for research participants (see Appendix B). Individuals who were willing to participate then contacted the researcher and alternate neutral sites and meetings were scheduled.

Lastly, the researcher has professional contacts within the restaurant industry. The researcher made personal contact with these professionals and followed procedures paralleling those described above. Additionally, these professionals often provided the names of other professionals to contact to further support the study. This method produced 10 additional restaurants whose employees participated in the study.

Although geographical convenience existed in the study, the attempt to secure a representative sample of the accessible population through a combination of random and convenience sampling was achieved. Table 3.9 shows that the generational samples were nearly identical and met the study's pre-established sample requirements (see Table 3.9).

Table 3.9.

Generational Samples

48 participants born in 1983 through 1986	Generation Y
47 participants born in 1967 through 1978	Generation X

Data Analysis

In this study the measurement of constructs, their reliability and the relationships with the independent variables were analyzed using factor analysis, Cronbach's alphas, descriptive statistics, Independent Samples t-tests, one-way and Factorial ANOVAs using the Statistical Package for the Social Sciences (SPSS).

Hypotheses 1, 2: A one-way ANOVA was used to determine statistical significance among the three levels of manager/employee relationship and voluntary turnover intent for "Generation X" and "Generation Y."

Hypothesis 3a and 3b: Independent Samples t-tests were used initially to determine statistically significant differences between "Generation X" and "Generation Y" regarding voluntary turnover intent. These were followed up with 2 x 3 factorial ANOVAs to isolate the main effects of manager/employee relationships and the generational variable, as well as any interaction effects between the two independent variables on turnover intent.

Hypothesis 4: Separate Independent Samples t-tests were utilized to determine if any significant difference existed between "Generation X" and "Generation Y" regarding each of the five job-tenure related items. Additionally, descriptive statistics, specifically means created through summated Likert scales, were used to develop a rank order of five items which influence job tenure. Then generational rankings were compared.

Hypothesis 5, 6: One-way ANOVAs were used to determine statistically significant differences between manager/employee relationships and manager relationship satisfaction for “Generation X” and “Generation Y.”

Hypothesis 7a and 7b: Independent Samples t-tests were used initially to determine if statistically significant differences existed between “Generation X” and “Generation Y” regarding manager relationship satisfaction. These were followed up with 2 x 3 factorial ANOVAs to isolate the main effects of manager/employee relationships and the generational variable, as well as any interaction effects between the two independent variables on manager relationship satisfaction.

Summary

The research design based on the framework of the study, the use of simulations as conditions of the study, and the hypotheses that guide the research were discussed in this chapter. A thorough discussion of the pilot study was presented to support the creation of the two measures, turnover intent and manager relationship satisfaction. Scales for both constructs were measured using a six-point Likert scale and were composed of items adapted from various instruments as well as those created by the researcher specifically for use in this study. The sample and data gathering procedures were discussed as well as the statistical analyses used to assess each hypothesis presented.

CHAPTER 4: FINDINGS

Introduction

This chapter discusses the statistical analyses of the data. Sample characteristics are presented followed by descriptive statistics of the variables. Additionally, reliability of the final instrument used in the study is discussed. Statistical analyses organized around the original research questions are presented along with their hypotheses testing. Lastly, supplemental information acquired during data collection and analysis is discussed.

Sample Characteristics

A total of 167 survey instruments were distributed. Of these, 95 were used in the final analysis. Three completed instruments were eliminated due to excessive omissions and 69 respondents failed to meet the pre-established job function criteria or were born in the planned age gap between 1978 and 1983. Figure 4.1 displays the generational breakdown and cell values for each manger/employee relationship (MER).

Table 4.1 presents the demographic profiles of the respondents along with the frequency distributions regarding job and industry tenure, primary employment, position held, gender, and whether or not the respondent had ever experienced a formal performance appraisal. Most of the respondents considered their current restaurant position to be their primary employment (71.6%). Most were female (74.7%) and over half (58.9%) held server positions. Regarding length of tenure in the restaurant industry,

66.3 % had industry tenure of five years or less, and 88.4% had held their current job for five years or less.

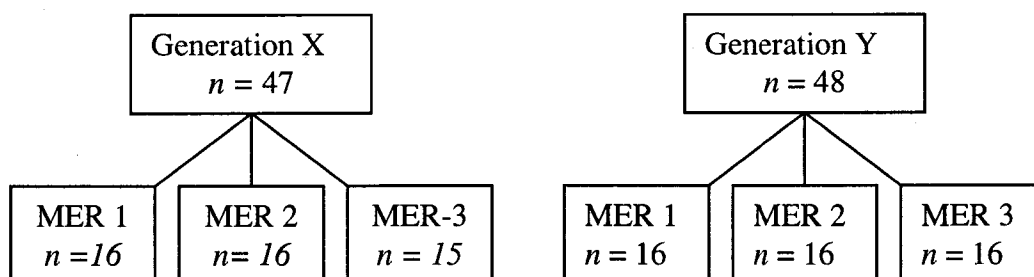


Figure 4.1. Cell values by generation and manager/employee relationship. Manager/employee relationships were (1) “friendship and I like him,” (2) manager/employee relationship, and (3) “manager/employee relationship and I don’t like him.”

Finally, the majority of respondents (72.6%) had experienced a formal performance appraisal (see Table 4.1). A more detailed breakdown of this will be discussed later.

Several items contained in the original instrument were modified and one item was removed as a result of the pilot study. Consequently, principle axis factoring with varimax rotation was used to re- evaluate the two underlying measures. Absolute values less than .5 were suppressed and two factors were requested.

After the first rotation of items the manager relationship satisfaction factor accounted for 28.5% of the variance. The second factor, turnover intent, accounted for 21.8%. Table 4.2 displays all items with their construct label, factor loadings, and communalities for turnover intent (TI) and manager relationship satisfaction (MRS).

Table 4.1. *Demographic Characteristics of Respondents (n=95)*

Characteristics	Frequency	%	Cumulative %
Tenure in Industry			
Less than 6 months	15	15.8	15.8
6 months to 1 year	5	5.3	21.1
1-2 years	16	16.8	37.9
3-5 years	27	28.4	66.3
6-10 years	18	18.9	85.3
Over 10 years	14	14.7	100.0
Tenure in Current Job			
Less than 6 months	22	23.2	23.2
6 months to 1 year	12	12.6	35.8
1-2 years	24	25.3	61.1
3-5 years	26	27.4	88.4
6-10 years	10	10.5	98.9
Over 10 years	1	1.1	100.0
Primary Employment			
Yes	68	71.6	71.6
No	27	28.4	100.0
Restaurant Position			
Server	56	58.9	58.9
Bartender	6	6.3	65.3
Host	6	6.3	71.6
Bus/service assistant	5	5.3	76.8
Counter person	9	9.5	86.3
Cashier	13	13.7	100.0
Formal Appraisal			
Yes	69	72.6	72.6
No	26	27.4	100.0
Gender			
Male	24	25.3	25.3
Female	71	74.7	100.0

Table 4.2

Factor Loadings for Rotated Factors, All Items

	<u>Factor Loading</u>		<u>Communality</u>
Q14 MRS	.822		.709
Q25 MRS	.757		.641
Q22 MRS	.745		.560
Q11 MRS	.735		.628
Q23 MRS	.734		.655
Q19 MRS	.729		.562
Q15 MRS	.722		.569
Q17 MRS	.699		.689
Q12 MRS	.691		.487
Q10 MRS	.659		.503
Q18 MRS	.654		.674
Q20 MRS	.616		.406
Q13 MRS			.249
Q9 MRS			.006
Q5 MRS		.799	.668
Q6 TI		.775	.745
Q4 TI		.742	.700
Q21 TI		.733	.538
Q8 TI		.722	.674
Q16 TI		.681	.561
Q24 TI		.634	.416
Q1 MRS		.564	.348
Q2 MRS			.281
Q3 MRS			.225
Q7 MRS			.130
Eigenvalues	10.23	2.36	
% of variance	28.53	21.83	

As a result of the pilot-study analysis and subsequent modifications to some items, decisions were made regarding the following. Question nine was omitted because it failed to factor solidly into either measure. Figure 4.2 displays the plot of factors in rotated space for all 25 items. (see Figure 4.2).

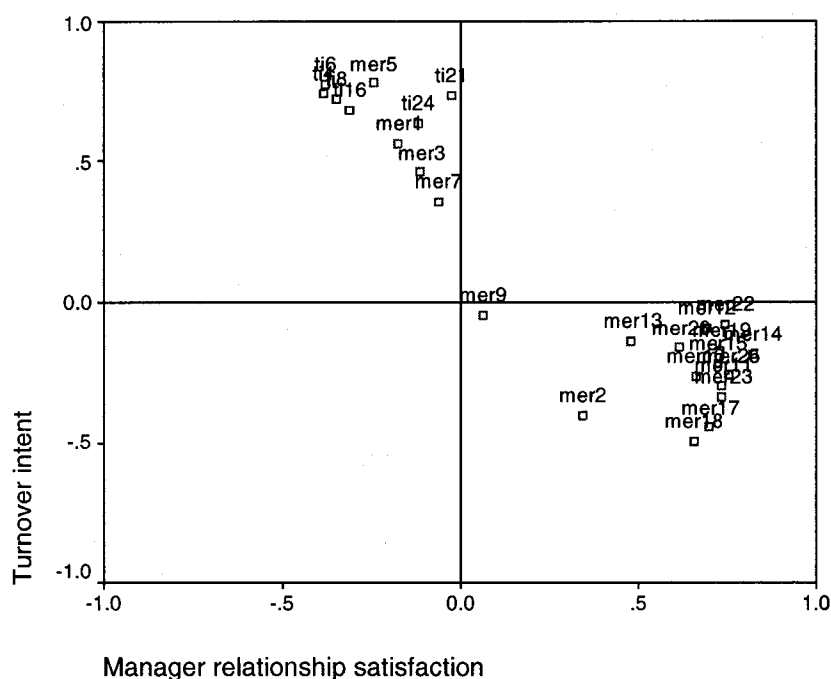


Figure 4.2. Factors plot in rotated factor space for all items.

Items two, three and seven did not achieve absolute values greater than .5; however, a subjective decision was made to keep item two in the manager relationship satisfaction measure. Item two accurately reflected what took place in the vignettes and was representative of the manager relationship satisfaction measure. Items three and seven did not factor into the manager relationship satisfaction measure they were designed for. Therefore, to improve reliability of the instrument, they were not included in the final manager relationship satisfaction measure. Item five in the final instrument

factored solidly into the turnover intent construct (see Table 4.2). Consequently, a decision was made to remove it from the original manager relationship satisfaction measure it was designed for and include it in the final turnover intent measure (see Table 4.3).

Table 4.3 displays the final items which constitute the dependent variable measure of turnover intent and Table 4.4 displays the final items for the dependent variable measure of manager relationship satisfaction (see Tables 4.3 and 4.4).

Table 4.3

Turnover Intent Dependent Variable Measure

1. I would prefer another more ideal job than the one I have here. (Q21)
2. I would think seriously about changing jobs. (Q16)
3. I would seriously intend to look for another job in the near future. (Q8)
4. It wouldn't take much to get me to leave my job. (Q24)
5. I would consider looking for another job. (Q4)
6. What the manager said would affect my desire to work for him. (Q5)
7. What the manager said to me about my job would cause me to consider accepting another position elsewhere with the same pay, benefits, and hours. (Q6)

Note: Adapted from O'Reilly, Chatman, and Caldwell (1991), Smith, Gregory, and Cannon (1996), and original items created for this study. The turnover intent scale was measured on a six-point Likert scale ranging from (1) "strongly disagree" to (6) "strongly agree."

Prior to hypotheses testing, Cronbach's alphas were conducted to re-assess the internal consistencies and re-verify the reliability of the two measures contained in the final instrument. The changes and omissions of the specific items listed above resulted in the following alpha measures (see Table 4.5). The dependent variable of turnover intent

had a reliability measurement of .8936 and the manager/employee relationship variable had a reliability measure of .9258. Table 4.5 displays the descriptive statistics for the two measures and their elements (see Table 4.5).

Table 4.4.

Manager Relationship Satisfaction Dependent Variable Measure

1. Because the manager assessed the situations, the comments would not change how I feel about the manager.(Q2)
2. I would accept what the manager has to say because of our relationship. (Q10)
3. I feel the manager communicated effectively. (Q11)
4. The type of work expected from me by the manager is reasonable. (Q12)
5. The manager was telling me how I am doing on the job. (Q13)
6. The manager was letting me know how I can improve my performance. (Q14)
7. I would be willing to do what the manager just asked me. (Q15)
8. I have an effective relationship with the manager. (Q17)
9. I would choose to continue working at this job if faced with a similar conversation. (Q18)
10. I would generally be willing to do whatever the manager asked of me. (Q19)
11. When discussions occur about my job, the manager is showing concern for our relationship. (Q20)
12. I understand the manager and he really is the way he appears. (Q22)
13. I have an effective working relationship with the manager. (Q23)
14. I received enough information from the manager to do my job well. (Q25)

Note: Adapted from the Richfield Hotel study by Smith et al. (1999), Smith, et al. (1996), and original items created for this study. The strength of the manager/employee relationship scale was measured on a six-point Likert scale ranging from (1) “strongly disagree” to (6) “strongly agree.”

Table 4.5.

Descriptive Statistics and Reliability of Dependent Variable Measures (n=95)

Variable	Mean	SD	Minimum	Maximum	Alpha
Turnover Intent	3.0699	1.2818			.8936
Q4TI	2.6915	1.6266	1.0000	6.0000	
Q5TI	3.1702	1.7016	1.0000	6.0000	
Q6TI	3.0745	1.6864	1.0000	6.0000	
Q8TI	2.9574	1.6456	1.0000	6.0000	
Q16TI	2.7766	1.5461	1.0000	6.0000	
Q21TI	3.9681	1.6028	1.0000	6.0000	
Q24TI	2.8511	1.67184	1.0000	6.0000	
Manager/Employee Relationship	4.3768	1.0232			.9258
Q2MER	3.7692	1.4763	1.0000	6.0000	
Q10MER	4.2088	1.6500	1.0000	6.0000	
Q11MER	4.5385	1.5938	1.0000	6.0000	
Q12MER	5.1758	1.1014	1.0000	6.0000	
Q13MER	4.8681	1.2038	1.0000	6.0000	
Q14MER	4.8791	1.4129	1.0000	6.0000	
Q15MER	4.7912	1.4338	1.0000	6.0000	
Q17MER	3.9560	1.4369	1.0000	6.0000	
Q18MER	4.5165	1.2681	1.0000	6.0000	
Q19MER	3.7582	1.5659	1.0000	6.0000	
Q20MER	4.2308	1.3087	1.0000	6.0000	
Q22MER	3.9560	1.6860	1.0000	6.0000	
Q23MER	4.5385	1.3524	1.0000	6.0000	
Q25MER	4.0879	1.4579	1.0000	6.0000	

Research Questions and Hypotheses Testing

The research questions and corresponding hypotheses were designed to investigate the differences in generational perceptions regarding the influence of the manager/employee relationship on voluntary turnover and manager relationship

satisfaction. The hypotheses were tested using one-way ANOVAs, Independent Samples t-tests; and 2 x 3 factorial ANOVAs. In instances where cell values were not sufficient to establish statistical significance, trends and mean scores were analyzed and effect sizes were calculated. Additionally, mean scores were used to rank five items which have been shown to influence voluntary turnover decisions for hypothesis four. For consistency, effect size regarding t-test results was determined using Cohen's (1988) rule (small effect $d = .2$, medium effect $d = .5$, and large effect $d = .8$). Likewise, for effect sizes regarding ANOVA results Cohen's rules were followed using *eta* (small effect $r = .1$, medium effect $r = .3$, large effect $r = .5$).

Two generational categories and three types of manager/employee relationship served as the independent variables. Turnover intent and manager relationship satisfaction served as the dependent variables of the study. It was mentioned earlier that the review of the literature provided no evidence to support directional hypotheses; therefore, the null format was utilized for each.

Research question 1: Given a performance feedback exchange centered on an employee's poor performance, are there significant differences between various types of perceived manager/employee relationships for "Generation X" in regard to voluntary turnover intent?

Hypothesis testing for question one examined the relationship between three types of manager/employee relationships and voluntary turnover intent for "Generation X." A significant difference was found among the three levels of manager/employee relationship on turnover intent, $F(2, 44) = 6.96, p = .002$. Table 4.6a shows mean scores for employees with "friendship and like him" relationships is 2.29, those with "manager/employee" (M/E) relationships is 3.04, and 3.94 for those who "do not like

him” relationships. The accompanying ANOVA table can be seen in table 4.6b. Post hoc Tukey HSD tests revealed employees with “friendship and I like him” relationships and those with “do not like him” relationships differed significantly regarding turnover intent ($p < .05$, $d = 1.43$). This represents a large effect size.

Table 4.6a.

Means and Standard Deviations Comparing Three Manager/Employee Relationships for “Generation X”

Types of relationships	<i>n</i>	<i>M</i>	<i>SD</i>
Friendship I like him	16	2.29	1.02
M/E relationship	16	3.04	1.37
Don’t like him	15	3.94	1.28
Total	47	3.07	1.38

Table 4.6b.

One-Way analysis of Variance Summary Table Comparing Types of Manager/employee Relationships on Turnover Intent for “Generation X.”

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Between groups	2	21.10	10.55	6.96	.002
Within groups	44	66.692	1.52		
Total	46	87.80			

Research question2: Given a performance feedback exchange centered on an employee’s poor performance, are there significant differences between various types of perceived manager/employee relationships for “Generation Y” in regard to voluntary turnover intent?

The hypothesis test for this question investigated the relationship between three types of manager/employee relationships and voluntary turnover intent for “Generation Y.” A statistical significant difference was found among the three levels of the manager/employee relationship on turnover intent, $F(2, 45) = 5.71, p = .006$. Table 4.7a shows mean scores for employees with “friendship and I like him” relationships is 2.63, those with “M/E” relationships is 2.79, and 3.82 for those who “do not like him” relationships. The accompanying ANOVA table can be seen in table 4.7b. Post hoc Tukey HSD tests revealed employees with “friendship and I like him” relationships and those with “do not like him” relationships differed significantly regarding turnover intent ($p < .05, d = 1.04$). Similarly, there were significant mean differences on turnover intent between employees with M/E relationships and those with “do not like him” relationships ($p < .05, d = .96$). These both reflect large effect sizes.

Table 4.7a.

Means and Standard Deviations Comparing Three Manager/Employee Relationships for “Generation Y”

Types of relationships	<i>n</i>	<i>M</i>	<i>SD</i>
Friendship I like him	16	2.63	1.08
M/E relationship	16	2.79	0.94
Don't like him	16	3.82	1.19
Total	48	3.08	1.18

Table 4.7b.

*One Way Analysis of Variance Summary Comparing Types of Manager/Employee**Relationships on Turnover Intent For "Generation Y"*

Source	<i>df</i>	SS	<i>MS</i>	<i>F</i>	<i>p</i>
Between groups	2	13.28	6.64	5.713	.006
Within groups	45	52.30	1.16		
Total	47	65.58			

Research question 3a: Given a performance feedback exchange centered on an employee's poor performance, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?

Hypothesis testing for question 3a investigated the potential differences between the two generations when considering all three types of manager/employee relationships and their influence on turnover intent. An initial Independent Samples t-test revealed no statistical significant difference between "Generation X" and "Generation Y" regarding turnover intent, $t(93) = -.041, p = .967$.

This analysis was followed up with a 2 x 3 factorial ANOVA to examine the potential relationship between the employees' generation and the manager employee relationship on turnover intent. Table 4.8a shows means and standard deviations for manager/employee relationships separately for both generational categories (see Table 4.8a). There was not a significant interaction between generations and manager/employee relationship on turnover intent ($p = .57$). However, as shown before, one main effect between manager/employee relationship and turnover intent was revealed

($F = 12.32$, $df = 2, 89$; $p < .001$). This represents a large effect size. Table 4.8b displays the results of the 2 x 3 factorial ANOVA (see Table 4.8b).

Table 4.8a

Means, Standard Deviations and n for Turnover Intent as a Function of Generation and Manager/Employee Relationship

	<u>Generation X</u>			<u>Generation Y</u>			<u>Total</u>	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Manager/employee relationship								
Friendship and like him	16	2.293	1.022	16	2.634	1.082	2.464	1.049
Manager/employee relationship	16	3.036	1.369	16	2.795	.938	2.915	1.161
Do not like him	15	3.943	1.279	16	3.821	1.198	3.880	1.219
Total	47	3.072	1.382	48	3.083	1.181	3.078	1.277

Table 4.8b.

2x3 Factorial ANOVA for Turnover Intent as a Function of Generation and Manager/Employee Relationship

Variable and source	<i>df</i>	<i>MS</i>	<i>F</i>	<i>eta</i>
Generation	1	.001	.001	
Manager/employee relationship	2	16.478	12.32**	.46
Generation * manager employee relationship	2	.754	.564	
Error	89			

** $p < .001$

Research question 3b: Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer is one year or less, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?

Nearly identical to hypothesis testing for 3a, hypothesis testing for question 3b took into account current job tenure by limiting participants to those who had worked for their current employer for one year or less. This length of time closely mirrored the industry average job tenure of 1.3 years. An Independent Samples *t*-test was conducted and a statistical significant difference was found between "Generation X" and "Generation Y" on manager/employee relationship and its influence on turnover intent $t(32) = 2.130, p = .041$. Table 4.8d shows mean scores, standard deviations, effect size, and *t*-test results for restaurant employees with job tenure of one year or less for both generations on turnover intent This represents a large effect size.

Table 4.8c

Independent Samples t-tests With Group Differences on Means and Standard Deviations Comparing "Generation X" and "Generation Y" Employees with Job Tenure of One Year or Less on Turnover Intent

<i>Generations</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>df</i>	<i>t</i>	<i>p</i>	<i>d</i>
X	10	3.75	1.04	32	2.13	.041	.81
Y	24	2.78	1.28				
Total	34						

This analysis was followed up with a 2 x 3 factorial ANOVA to examine the potential relationship between the employees' generation and the manager employee relationship on turnover intent. Table 4.8d shows means and standard deviations for manager/employee relationships separately for both generational categories (see Table 4.8d).

There was no significant interaction between generations and manager/employee relationship on turnover intent ($p = .33$). As reported earlier, one main effect between manager/employee relationship and turnover intent was revealed ($F = 3.372$, $df = 2, 28$; $p < .049$). This represents a large effect size. Table 4.8e displays the results of the 2 x 3 factorial ANOVA (see Table 4.8e).

Table 4.8d
Means, Standard Deviations and n for Turnover Intent as a Function of Generation and Manager/Employee Relationship for Employees with Job Tenure of 1 Year or Less

	<u>Generation X</u>			<u>Generation Y</u>			<u>Total</u>	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Manager/employee relationship								
Friendship and like him	2	3.000	.202	10	2.129	.922	2.274	.902
Manager/employee relationship	2	4.143	1.616	8	2.696	1.092	2.986	1.261
Do not like him	6	3.881	1.067	6	3.976	1.326	3.929	1.149
Total	10	3.757	1.048	24	3.757	1.280	3.067	1.283

Table 4.8e.

2x3 Factorial ANOVA for Turnover Intent as a Function of Generation and Manager/

Employee Relationship for Employees With Job Tenure of one year or Less

Variable and source	<i>df</i>	<i>MS</i>	<i>F</i>	<i>eta</i>
Generation	1	3.170	2.679	.29
Manager/employee relationship	2	3.990	3.372*	.44
Generation * manager employee relationship	2	.1.353	1.144	.28
Error	28			

* $p < .05$

Isolating participants with job tenure of one year or less resulted in a substantially reduced n for both generational groups, which made achieving statistical significance highly unlikely. Although not statistically significant, the effects sizes for the main effect generation and the interaction effect on turnover intent both represent medium effect sizes. The effect sizes and the trends in the means and standard deviations warrant replication with a sample that would provide adequate cell values for analysis.

Research question 4: Are there differences between “Generation X” and “Generation Y” with respect to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure?

By design, research question four did not utilize video simulations as a condition of the study. Rather it asked participants how they “really” felt about five specific items and their influence on decisions to stay longer in a restaurant job. Independent Samples t -tests were conducted on each of the five, job-tenure related items. A statistical significant difference was found between “Generation X” and “Generation Y” on manager/employee relationship and its influence on staying in a restaurant job longer

$t(93) = 2.675, p = .009$. It is interesting to note that in the absence of the performance feedback stimuli, "Generation X" placed a higher value on the manager/employee relationship than did "Generation Y" when it came to elements influencing job tenure.

Table 4.9 shows mean scores, standard deviations, and t -test results for restaurant employees from both generations on five, job-tenure related items (see Table 4.9).

Table 4.9.

Independent Samples t-tests with Group Differences on Means and Standard Deviations

Comparing "Generation X" and "Generation Y" on Five, Job-Tenure Related Items

Items influencing job tenure	Generation X		Generation Y		df	t	p	d
	M	SD	M	SD				
Work schedule	5.13	1.06	5.23	1.10	93	-.460	.647	—
Manger/employee relationship	5.36	1.01	4.71	1.33	93	2.675	.009	.560
Money	5.00	1.268	5.08	1.13	93	-.339	.736	—
Benefits	3.98	1.59	3.79	1.44	93	.600	.550	—
Career opportunities	4.38	1.51	4.56	1.43	93	-.595	.553	—

Table 4.10 shows mean rankings by generation for the five job-tenure related items in order of most influential to least influential when considering staying in a restaurant job longer (see Table 4.10).

Table 4.10

Generational Rankings by Mean Scores for Five, Job-Tenure Related Items

Level of Influence	Generation X	Generation Y
Most influential	Manager/employee relationship	Work schedule
↑ ↓	Work schedule	Money
	Money	Manager/employee relationship
Least influential	Career opportunities	Career opportunities
	Benefits	Benefits

Research question 5: Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for “Generation X?”

Hypothesis testing for question five considered potential differences between the three types of manager/employee relationships and manager relationship satisfaction for “Generation X.” A statistical significant difference was found among the three levels of manager/employee relationship on manager/relationship satisfaction for “Generation X,” $F(2, 44) = 3.96, p = .026$. However, Levene’s Test of Homogeneity of Variance proved significant and thus the assumption of equal variances was violated. Since the overall F value was significant, a decision was made to utilize the parametric ANOVA test, in conjunction with the Games-Howell Post Hoc for unequal variances versus the non-parametric Kruskal-Wallis test.

Table 4.11a shows mean scores for employees with “friendship and I like him” relationships is 4.68, those with “M/E” relationships is 4.45, and 3.58 for those who “do not like him” relationships (see Table 4.11a). The accompanying ANOVA table can be

seen in table 4.11b Post hoc Games-Howell tests revealed employees with “friendship and I like him” relationships differed significantly from those with “don’t like him” relationships regarding manager relationship satisfaction ($p < .05$, $d = 1.22$). This represents a large effect size.

Table 4.11a.

Means and Standard Deviations Comparing Three Types of Manager/Employee Relationships on Manager Relationship Satisfaction for “Generation X”

M/E Relationships	<i>n</i>	<i>M</i>	<i>SD</i>
Friendship I like him	16	4.68	.512
M/E relationship	16	4.45	1.45
Don’t like him	15	3.58	1.27
Total	47	4.53	1.22

Table 4.11b.

One-Way Analysis of Variance Summary Table Comparing Types of Manager/Employee Relationships on Manager Relationship Satisfaction for “Generation X.”

Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Between groups	2	10.433	5.216	3.963	.026
Within groups	44	57.908	1.316		
Total	46	87.80			

Research question 6: Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for “Generation Y?”

Hypothesis testing for research question six explored potential differences between the three types of manager/employee relationships and manager relationship satisfaction for “Generation Y.” A statistical significant difference was found among the three levels of manager/employee relationship on manager/relationship satisfaction for “Generation Y,” $F(2, 45) = 9.24, p = .001$. Table 4.12a shows mean scores for employees with “friendship and I like him” relationships is 4.95, those with “M/E” relationships is 4.65, and 3.98 for those who “do not like him” relationships (see Table 4.12a). The accompanying ANOVA table can be seen in table 4.12b. Post hoc Tukey HSD tests revealed two statistically significant relationships. Employees with “friendship and like him” relationships and those with “do not like him” $p < .05, d = 1.45$, and employees with “M/E relationships and those with “do not like him” relationships differed significantly $p < .05, d = 1.02$. Respectively, these represent large effect sizes.

Table 4.12a.

Means and Standard Deviations Comparing Three Types of Manager/Employee

Relationships on Manager Relationship Satisfaction for “Generation Y”

M/E Relationships	<i>n</i>	<i>M</i>	<i>SD</i>
Friendship I like him	16	4.95	.636
M/E relationship	16	4.65	.622
Don't like him	16	3.98	.703
Total	48	4.53	.761

Table 4.12b.

One-Way Analysis of Variance Summary Table Comparing Types of Manager/Employee Relationships on Manager Relationship Satisfaction for "Generation Y"

Source	<i>df</i>	SS	<i>MS</i>	<i>F</i>	<i>p</i>
Between groups	2	7.927	3.963	9.244	.001
Within groups	45	19.293	.429		
Total	47	87.80			

Research question 7a: Given a performance feedback exchange centered on an employee's poor performance, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and manager relationship satisfaction?

Hypothesis testing for question seven investigated the potential differences between the two generations when considering all three types of manager/employee relationships and their influence on manager relationship satisfaction. An initial t-test revealed no statistical significant difference between "Generation X" and "Generation Y" regarding manager relationship satisfaction, $t(93) = -1.346, p = .184$. Table 4.13a displays the results of the Independent Samples t-test (see Table 4.13a).

This analysis was followed up with a 2 x 3 factorial ANOVA to examine the potential relationship between the employees' generation and the manager/employee relationship on manager relationship satisfaction. Table 4.13b shows means and standard deviations for manager/employee relationships separately for both generational categories (see Table 4.13b).

Table 4.13a.

*Independent Samples t-test with Group Differences on Means and Standard Deviations
Comparing "Generation X" and "Generation Y" on Manager Relationship Satisfaction*

Generations	<i>n</i>	<i>M</i>	<i>SD</i>	<i>df</i>	<i>t</i>	<i>p</i>
"X"	47	4.2502	1.22	93	-1.34	.184
"Y"	48	4.5302	.76			
Total	95					

There was no significant interaction between generations and manager/employee relationship on manager relationship satisfaction ($p = .91$). As previously reported, one main effect between manager/employee relationship and manager relationship satisfaction was revealed ($F = 10.52, df = 2, 89; p < .001$). This represents a large effect size. Table 4.13c displays the results of the 2 x 3 factorial ANOVA (see Table 4.13c).

Table 4.13b

Means, Standard Deviations and n for Manager Relationship Satisfaction as a Function of Generation and Type Manager/Employee Relationship

	<u>Generation X</u>			<u>Generation Y</u>			<u>Total</u>	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Manager/employee relationship								
Friendship and like him	16	4.681	.5116	16	4.954	.636	4.818	.584
Manager/employee relationship	16	4.451	1.447	16	4.655	.622	4.553	1.100
Do not like him	15	3.576	1.270	16	3.982	.703	3.786	1.021
Total	47	4.250	1.219	48	4.530	.761	1.219	.761

Table 4.13c.

2x3 Factorial ANOVA for Manager Relationship Satisfaction as a Function of

Generation and Type of Manager/Employee Relationship

Variable and source	<i>df</i>	<i>MS</i>	<i>F</i>	<i>eta</i>
Generation	1	.2.053	2.367	.16
Manager/employee relationship	2	9.127	10.52**	.43
Generation * manager/employee relationship	2	.083	.096	.004
Error	89			

** $p < .001$

Research question 7b: Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer is one year or less, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?

Similar to hypothesis testing for hypotheses 3b, testing for question 7b took into account current job tenure by limiting participants to those who had worked for their current employer for one year or less. An Independent Samples *t*-test initially was conducted and a statistical significant difference was found between "Generation X" and "Generation Y" on manager relationship satisfaction $t(32) = -2.167, p = .038$. Table 4.13d shows mean scores, standard deviations, and *t*-test results for restaurant employees with job tenure of one year or less for both generations on manager relationship satisfaction. This represents a small effect size.

Table 4.13d.

*Independent Samples T-Tests with Group Differences on Means and Standard Deviations
Comparing "Generation X" and "Generation Y" Employees with Job Tenure of One
Year or Less on Manager Relationship Satisfaction*

Generations	<i>n</i>	<i>M</i>	<i>SD</i>	<i>df</i>	<i>t</i>	<i>p</i>	<i>d</i>
X	10	3.7286	1.66	32	-2.167	.038	.21
Y	24	4.6685	.874				
Total	34						

This analysis was followed by a 2 x 3 factorial ANOVA to examine the potential relationship between the employees' generation and the types of manager/employee relationship on manager relationship satisfaction. Table 4.8e shows means and standard deviations for manager/employee relationships separately for both generational categories (see Table 4.8e).

There was no significant interaction between generations and manager/employee relationship on turnover intent ($p = .37$). As reported earlier, one main effect between manager/employee relationship and manager relationship satisfaction was revealed ($F = 5.208$, $df = 2, 28$; $p < .05$). This represents a large effect size. Table 4.8f displays the results of the 2 x 3 factorial ANOVA (see Table 4.8f).

Table 4.13e

Means, Standard Deviations and n for Manager relationship Satisfaction as a Function of Generation and Manager/Employee Relationship for Employees with Job Tenure of 1 Year or Less

	<u>Generation X</u>			<u>Generation Y</u>			Total	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Manager/employee relationship								
Friendship and like him	2	4.857	.505	10	5.186	.453	5.131	.4556
Manager/employee relationship								
Do not like him	2	3.464	3.182	8	4.898	.596	4.612	1.329
Do not like him	6	3.441	1.507	6	3.500	.626	3.470	1.101
Total	10	3.729	1.664	24	4.669	.874	4.392	1.215

Table 4.13f.

2x3 Factorial ANOVA for Manager Relationship Satisfaction as a Function of Generation and Manager/Employee Relationship for Employees With Job Tenure of 1 year or Less

Variable and source	<i>df</i>	<i>MS</i>	<i>F</i>	<i>eta</i>
Generation	1	2.131	2.128	.27
Manager/employee relationship	2	5.215	5.208*	.52
Generation * manager/employee relationship	2	1.012	1.011	.25
Error	28			

* $p < .05$

Isolating participants with job tenure of one year or less produced similar results as those discovered for hypothesis 3b. The reduced *n* for both generational groups made achieving statistical significance highly unlikely. Here again, the main effect of generation and the interaction effect on manager relationship satisfaction were not

statistically significant. However, the effect sizes and the trends in the means and standard deviations warrant further investigation with an adequate sample that would provide appropriate cell values.

Supplemental Information

Performance feedback, specifically formal feedback such as that received during annual performance reviews, was used as a condition of the study. Research on performance feedback has shown a negative relationship between it and turnover intent (Griffeth & Hom, 2001; Krackhardt, McKenna, Porter & Steers, 1981). Table 4.13 displays the frequencies that restaurant employees have experienced formal performance appraisals by tenure in the restaurant industry (see Table 4.14). Table 4.15 displays the frequencies that restaurant employees have experienced formal performance appraisals by tenure in their current jobs (see Table 4.15).

Table 4.14

Employees Who Have Experienced a Formal Performance Appraisal by Generation and Tenure in Industry

Tenure in industry	Generation X		Generation Y	
	Yes	No	Yes	No
Less than 6 month	1	1	7	7
6 months to 1 year	1	0	0	4
1-2 years	5	0	9	2
3-5 years	8	2	13	4
6-10 years	14	2	2	0
Over 10 years	9	4	0	0
Totals	38	9	31	17
%	80.9	19.1	64.6	35.4

Table 4.15

*Employees Who Have Experienced a Formal Performance Appraisal by Generation and**Tenure in Current Job*

Tenure in current job	<u>Generation X</u>		<u>Generation Y</u>	
	Yes	No	Yes	No
Less than 6 month	2	3	10	7
6 months to 1 year	5	0	3	4
1-2 years	12	0	11	1
3-5 years	11	2	7	5
6-10 years	7	3	0	0
Over 10 years	0	1	0	0
Totals	38	9	31	17
%	80.1	19.9	64.5	35.4

Summary

This chapter presented the statistical analyses of the hypotheses based on the nine research questions. A principle axis factoring with varimax rotation was conducted to re-verify the two measures under consideration. Both dependent variable measurements were scrutinized for the appropriate items using Cronbach's test of reliability and subsequent modifications from the pilot study results were made prior to hypothesis testing.

Five of the hypotheses tested revealed statistical significance when considering different types of manager/employee relationships and their effects on turnover intent and manager relationship satisfaction. These did not reflect measurements of generational differences which was the primary purpose of this study. However, when a select case analysis considered only those employees whose job tenure with their current employer

was one year or less, trends in mean scores, standard deviations and medium to large effect sizes reflecting generational differences were discovered. The reduced sample size and subsequent cell values made achieving statistical significance highly unlikely.

Likewise, when the video simulations were removed as a condition of the study, and participants were asked how they “really” felt, a significant difference existed between the generations on manager relationships influencing job tenure. Table 4.16 displays the summary of hypotheses testing (see Table 4.16).

Table 4.16

Summary of Hypothesis Testing

	Hypothesis	Results
H ₀ :1	Given a performance feedback exchange centered on poor employee performance, there is no difference between the various types of manager/employee relationships and voluntary turnover intent for "Generation X."	Reject
H ₀ :2	Given a performance feedback exchange centered on poor employee performance, there is no difference between the various types of manager/employee relationships and voluntary turnover intent for "Generation Y."	Reject
H ₀ :3a	Given a performance feedback exchange centered on poor employee performance, there is no difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent.	Fail to reject
H ₀ :3b	Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer is one year or less, there is no difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?	Fail to reject
H ₀ :4	There is no difference between Generation X and Generation Y in regards to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure.	Reject
H ₀ :5	There are no differences between various types of manager/employee relationships and manager relationship satisfaction for Generation X.	Reject
H ₀ :6	There are no differences between various types of manager/employee relationships and manager relationship satisfaction for Generation Y.	Reject
H ₀ :7a	Given a performance feedback exchange centered on poor employee performance, there is no difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and manager relationship satisfaction.	Fail to reject
H ₀ :7b	Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer is one year or less, there is no difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent.	Fail to reject

CHAPTER 5: DISCUSSION

Introduction

The purpose of this study was to undertake a focused investigation into the manager/employee relationship and how it may serve as a generational arbitrator to voluntary turnover intent between “Generation X” and “Generation Y.” Additionally, it sought to examine potential effects on manager relationship satisfaction. To accomplish this, the research design involved creating simulations of work-place communication exchanges centered on poor employee performance between a manager and employee. These were considered conditions of the study and each participant received the same stimulus. These specific types of video-taped performance reviews were utilized based on the supporting research that there is a negative correlation between performance and performance feedback and voluntary turnover (Griffeth & Hom, 2001; Krackhardt et al., 1981; Stumpf & Dawley, 1981).

To quantify the affects of the stimuli, an instrument was designed to measure the two separate, but closely correlated constructs of turnover intent and manager relationship satisfaction. These actions were undertaken to answer the following research questions.

1. Given a performance feedback exchange centered on an employee’s poor performance, are there significant differences between various types of perceived manager/employee relationships for “Generation X” in regard to voluntary turnover intent?

2. Given a performance feedback exchange centered on an employee's poor performance, are there significant differences between various types of perceived manager/employee relationships for "Generation Y" in regard to voluntary turnover intent?
- 3a. Given a performance feedback exchange centered on an employee's poor performance, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?
- 3b. Given a performance feedback exchange centered on an employee's poor performance and whose job tenure with their current employer is one year or less, is there a significant difference between "Generation X" and "Generation Y" in regards to the manager/employee relationship and voluntary turnover intent?
4. Are there significant differences between "Generation X" and "Generation Y" with respect to how each generation perceives the influence of the manager/employee relationship with other job-related factors influencing job tenure?
5. Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for "Generation X?"
6. Are there significant differences between various types of manager/employee relationships and manager relationship satisfaction for "Generation Y?"
- 7a. Given a performance feedback exchange centered on an employee's poor performance, is there a significant difference between "Generation X" and

“Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction?

7b. Given a performance feedback exchange centered on an employee’s poor performance and whose job tenure with their current employer is one year or less, is there a significant difference between “Generation X” and “Generation Y” in regards to the manager/employee relationship and manager relationship satisfaction?

This chapter presents a discussion of the findings and their potential implications for the restaurant industry. Additionally, the limitations of the study will be presented along with suggestions for further research.

The Impacts of Manager/Employee Relationships on Voluntary Turnover Intent and Manager Relationship Satisfaction

The results of the study revealed that the type of manager/employee relationship perceived by an employee impacts both voluntary turnover intent and manager relationship satisfaction. In other words, employees who consider their relationships with their managers to be “friendship-like” and they like their manager, the longer they will probably work for them. Similarly, the more they like their manager and consider their relationship like a friendship, the more satisfied they will be with the relationship they have with their manager.

This supports previous research regarding the manager/supervisor/leader relationship as a common-thread element of job satisfaction and organizational commitment and its impact on turnover intent (Hom & Hulin, 1981; Mobley et al., 1979; Smith, Gregory, & Bickle, 1999; Smith, Gregory, & Cannon, 1996; Williams & Hazer, 1986; Mathieu and Zajac, 1990).). However, Mobley points out that overall job

satisfaction consistently accounts for less than 14 percent of the variance on turnover intent and thus acts a mild predictor of turnover intent. This study took a narrow focus by singling out the manager/employee relationship for further study. Consequently, it was not possible to compare variance results with other studies only to say that parallels exist; as employee perceptions of the manager/employee relationship improved, manager relationship satisfaction improved and turnover intent decreased.

It is logical to assume that when relationships are perceived as positive by employees, such as the “friendship and I like him” relationship used in this study, the communication exchanges between employees and their managers would reflect higher-quality interactions. Consequently, closer relationships would likely exist with their managers. Previous research on Leader Member Exchange (LMX) by Lee (2000) supports this notion. Furthermore, research by Graen & Cashman (1975) suggests that the LMX relationships form very quickly between managers and employees upon hiring. This particular aspect is of major importance and will be discussed later.

Lastly, the factor analyses revealed negative correlations between the manager relationship satisfaction and turnover intent measures. As the manager/employee relationship improved (“dislike” to “friendship-like and I like him”), manager relationship satisfaction increased and turnover intent decreased for both generational groups being studied. This is supported by similar research performed by Mobley, et al. (1979) and serves to support the overall influence of the type of manager relationship, the satisfaction with that relationship and turnover intent.

The Arbitrating Effects of the Manager/Employee Relationship Between “Generation X” and “Generation Y”

Initial results of the study revealed no statistically significant interaction effects existed between “Generation X” and “Generation Y” (n=95) regarding their perceived manager relationships on turnover intent or manager relationship satisfaction. Mean scores on turnover intent and manager relationship satisfaction for “Generation X” were 3.07 and 4.25, and those for “Generation Y” were 3.08 and 4.53 respectively. In other words, regardless of the type of manager/employee relationship perceived by employees from “Generation X” and “Generation Y” voluntary turnover intent and manager relationship satisfaction were influenced about the same.

The research cited by Graen & Cashman (1975) above suggested that relationships form very quickly between managers and employees. Paralleling this was research performed by Jablin (1984) which emphasized the importance of communication between managers and employees during the first six weeks of employment. Jablin’s study suggested that employees who quit their jobs during the first six weeks of employment did so because they felt communication with their previous manager was better than that with the manager they just left. The importance of these particular studies was mentioned earlier when considering the average job tenure of 1.3 years in the restaurant industry (“National Restaurant,” 1998).

Employees from both generations with job tenure of one year or less with their current employer were isolated to reflect the average tenure in the industry. Isolating these participants resulted in substantially reduced sample sizes and subsequent cell values for the three levels of the manager/employee relationship for both generational groups. This made achieving statistical significance highly unlikely with this sample.

As a result, a significant difference existed on the main effects regarding the manager/employee relationship and its three levels on turnover intent as well as manager relationship satisfaction. However, no significant interaction effect regarding the manager/employee relationship and generation on either turnover intent or manager relationship satisfaction was revealed.

Close examination of mean scores, and standard deviations between generations “X” and “Y” revealed difference trends which, when coupled with medium to large effect sizes, provides evidence supporting an arbitrating effect between the generations. When considering employees with job tenure of one year or less, members of “Generation Y” scored lower on the turnover intent measure and higher on the manager satisfaction measure than did “Generation X” regardless of the type of manager/employee relationship assigned.

In other words, based on the mean scores and effect sizes, in the absence of statistical significance, “Generation Y” employees with job tenure of one year or less placed a stronger value on relationships with their managers than did “Generation X” when it came to turnover intent and manager relationship satisfaction.

This provides an incentive for restaurant managers to positively impact the job satisfaction and organizational commitment element of manager/employee relationship early on. It is important to note that the LMX is based on the working relationship between the manager and the employee, as is the majority of research in this area of communication, job satisfaction, organizational commitment, and turnover intent. Very little research has been done to explore the friendship relationship, and its potential impact, or the nature of friendship between managers and their employees. This research

provides managers with new insight into the traditional understanding of the manager/employee relationship and serves as a focus for further study in this area.

Implications and Recommendations

Voluntary turnover can be attributed to many things. Research has suggested there are numerous antecedent variables that influence it. It was also discussed that elements which may impact turnover in one organization today are not necessarily the same as those affecting other organizations or the industry as a whole. Some of these elements can be impacted by managers through their actions, and some cannot. For example, the amount of financial compensation and incentives, and benefits provided by an organization to its workforce are often shaped by the relatively tight operating and low profit margins which exist in the industry. On average, net profits for restaurant operations are five percent of revenues (Powers & Barrows, 2003; Payne-Palacio & Theis, 1997). Remaining wage and benefit competitive with other organizations vying for the same workers is generally the objective and not using them as specific retention tools. Additionally, certain macro-economic activity such as the nation's unemployment rate, workforce competition from competitive service-sectors, workforce supply, and the industry's growth rate all can have an impact on restaurant organizations' turnover rates and are out of management's control.

Opportunity for advancement is another area in which managers have limited ability to create long-term impact for any substantial number of those who wish to build careers in the industry. Most organizations provide opportunities for those who wish to "move through the ranks" of the hourly positions. This is encouraged by most managers

and often serves as a strategy for organizations to increase job tenure of their hourly workforce.

However, most hourly-restaurant jobs are considered relatively low-skilled, and ironically, many employees within the industry are considered underemployed (Lee, 2000). Consequently, many organizations provide the jump to management, but these opportunities represent a small percentage of the total hourly workforce who can be considered careerists. This is due in part to the relatively large span of management practiced by the industry. Therefore, in the absence of uncontrollable, outside influences or internal restrictions, the manager/employee relationship stands out as the obvious element which managers can have substantial impact on early in the relationship.

This study also discovered a change in how these five management practices are influencing turnover decisions by members of the workforce surveyed in this study. Table 5.1 displays the original IOC report rankings (1999) of these items with those of “Generation X” and “Generation Y” from this study (see Table 5.1). This supports the notion that elements which affect turnover decisions are not static and future research in these areas should monitor these changes periodically.

The findings in this study provide restaurant managers with a better understanding of the generational differences of their workforce, and how getting employees to “like” them is important to their retention efforts particularly within the first year for members of “Generation Y.” Unfortunately, the research by Kaye & Jordan-Evans (2000) revealed that many managers still refuse to believe that these types of relationships act as retention motivators for their employees.

Table 5.1.

Comparative Rankings of Management Practices Affecting Voluntary Turnover/Job Tenure

IOC Report Findings 1998	Study sample n=95 2004
Compensation	Schedule
Work schedule	Money
Employee benefits	Manager/employee relationship
Opportunity for advancement	Career opportunity
Relationship with manager	Benefits

Note. Ranked from most influential to least influential.

Restaurant organizations that recognize the value of these relationships can leverage this knowledge and implement management recruiting and hiring practices, which can help them hire the right kind of managers. For example, personality-based placement services can provide employers with much more than the historical records of accomplishment found on most resumes (Mondy, Noe, & Premeaux, 2002). These services analyze management applicants and provide information on who they “really” are, which can help ensure a better fit between the organization’s culture and its workforce. Communication-based training for managers focusing on employee relations, in particular the needs and characteristics of “Generation Y” is another area organizations could increase their emphasis.

Once the right managers are hired and trained, daily activities within the restaurant must support relationship building, particularly within the first few weeks of a new employee’s tenure. Managers should lead new-employee orientations and be sure to “check-in” every day with them during training. However, it cannot stop there. Building

“liking” relationships with employees must be an on-going focus if managers are going to extend job tenure and impact voluntary turnover.

It was suggested earlier that the unique makeup of the restaurant industry’s workforce makes traditional turnover analyses somewhat suspect. The foodservice industry has a much larger proportion of employees categorized as “pass-throughs” (35%) and “misplaced” (25%) than do other industries. Additionally, it has fewer “careerists” (18%) comparatively than other industries (National Restaurant, 1997). In other words, it could be interpreted that 60% of the restaurant industry’s workforce reflects turnover waiting to occur, whether voluntary or involuntary.

It is argued here that managers can leverage their efforts to affect turnover intent and manager relationship satisfaction with “Generation Y” by working to establish “friendship-like” relationships with these employees in an effort to extend their job tenure. To do this, managers must be aware that participation in a friendship is a voluntary action and is not based on the roles of manager or employee. Additionally, managers must recognize that the goal of the friendship is, in part, to serve emotional and social needs of the employee, and that these types of relationships are a naturally occurring phenomenon (Boyd & Taylor, 1999).

However, managers must maintain a high level of objectivity and recognize when to draw the line between unhealthy personal relationships and those suggested here. Managers must not abdicate their managerial responsibilities to the organization, or act unprofessionally in lieu of establishing unhealthy or improper relationships with their workforce.

Limitations of the Study and Suggestions for Further Research

This study has several limitations which impact its ability to establish causal linkages between the independent and dependent variables and its generalizability. A convenience sample was acquired, control groups were not utilized, and the data were gathered at one point in time. Additionally, participation was strictly voluntary and a key independent variable, generational group, was an attribute variable.

Regarding the use of a convenience sample, with the exception of two restaurants' employees, participants were primarily acquired through contacts in the industry or were enrolled in classes whose instructors were colleagues of the researcher. A true random sample of participants was not acquired. However, there was no reason to believe participants from classrooms who were working at various restaurants throughout Fort Collins, Colorado differed significantly from those acquired in other restaurants located in Larimer County Colorado. Additionally, there was no reason to believe the sample did not reflect the theoretical sample defined by the limitations of the study. The job-function qualifiers, generational age groups, and their current/recent employment status helped ensure equivalence of groups for this particular study.

However, to increase the generalizability to both generational populations under consideration future research should consider eliminating two specific qualifiers used in this study. In most restaurants, the majority of hourly employees hold front-of-the-house positions. First, the fact that this study limited participants to these positions does not diminish the importance of other members of a restaurant's workforce. To the contrary, the costs of turnover of back-of-the-house workers are usually greater than those attached to front-of-the house employees primarily due to their higher hourly wages and length of training.

Second, the restaurant industry's workforce is highly diverse and many hourly employees, particularly back-of-the-house workers, do not speak English. Likewise, this does not lessen the impact on costs associated with voluntary turnover. Future research should include non-English-speaking employees of all nationalities to accurately reflect the diverse population under consideration.

A key element not under the control of the researcher was historical events directly related to participants regarding the actual relationships they had with their current or recent managers. Although participants were directed to place themselves in the vignettes and assume the manager/employee relationships assigned, whether or not this actually occurred for each participant could not be measured. It is possible that recent events in their workplace, or current or former relationships with managers, overshadowed their true ability to assume the relationship they were assigned.

This study utilized three predetermined manager/employee relationships and each participant was randomly assigned to one of these relationship "groups." It is likely that various levels or strengths exist within each of these relationships, but were not accounted for in the study. For example, a participant assigned to a "friendship-like and I like him" relationship was not directed to consider "how much" the participant likes the manager. This would apply to the other relationships designated in the study as well. Furthermore, it is not logical to assume that participants, if asked, would limit descriptions of their "real" relationships with their managers to only the three types used in this study.

Future research conducted on manager/employee relationships could eliminate the predetermined levels of the manager/employee relationship used here and ask participants

to define the relationship themselves as part of the data gathering. This would eliminate the potential influence of recency described above and its likelihood of overshadowing any type of pre-assigned relationship. This would positively impact ecological aspects of validity and strengthen generalizability. However, it may prove problematic in the sense that restaurant managers/owners may not provide access to outside researchers if the data gathered reflect their organization, its employees, and/or managers.

The researcher made efforts to ensure the data-gathering settings were controlled; however, due to the problematic nature in acquiring this particular purposeful sample, strict control of extraneous experiences and environmental variables inside restaurant settings was limited. Additionally, viewing the vignettes and the collection of data within the participants' workplaces may have had an unknown impact on them.

The video vignettes were considered conditions of the study and were designed to act as a stimulus to turnover intent. They were not considered variables. However, their importance in the research design and whether they reflected "real life" must be addressed. Efforts to ensure realism in the videos were approached by soliciting feedback from restaurant managers and employees, and by using restaurant professionals in the videos themselves. Additionally, the researcher had over 15 years of industry experience in restaurant management and possessed extensive experience in this area (Franz, 2000).

However, the complex nature of communication could have been introduced as an unplanned variable to the study. Therefore, efforts were made to minimize elements contained in the complex communication construct when creating the video vignettes. This was done primarily by filming the manager/employee exchanges from behind and not revealing their faces. This helped conceal physical elements of communication such

as facial expressions. However, this would lead one to question the reality of the stimulus in so far that elements of communication such as this impact communication exchanges and would always be present during face-to-face communication. Regardless of the complexity of the construct (Jablin, 1987; Scott, et al. 1999), future research should continue to identify and analyze the relationships of communication variables, particularly those which play a role in manager/employee relationships, and turnover intent.

This study cast a male in the role of the manager in the video vignettes because the majority of the industry's unit managers are male (National Restaurant, 1997). However, a substantial percentage of women occupy unit management positions, and their numbers are increasing. Research percentages vary from 5% to 44% depending on the sample under consideration (Women's Foodservice, 2004). This study's sample of hourly workers consisted of 75% females and 25% males. This represents a proportionately high percentage of women compared to the industry average of less than 55% (National Restaurant, 1997) for hourly foodservice employees. It is possible that the manager's gender had an unknown impact on the highly-weighted female sample. Future research in this area should consider the potential influence of gender in concert with generational nuances on turnover intent and manager relationship satisfaction.

Lastly, this study supports research that acknowledges the importance of establishing positive manager/employee relationships early on. Future research should focus on sample participants whose job tenure at the time of data collection closely parallels the industry average.

Restaurants have served as a first employer for many young workers and there is no reason to believe this trend will not continue. Furthermore, as the “Generation Y’ers” age and rapidly move through the industry (82% are non-careerists) the next generation of young workers is on the horizon (roughly 2010). Future research should continue to study “Generation Y” as they age and change. Furthermore, plans to conduct research on the upcoming generation should be orchestrated so comparative studies identifying generational differences can be undertaken at the appropriate time.

Conclusions

The primary purpose of this study was to explore two generations of front-of-the-house restaurant employees and differences between them based on the arbitrating influence of their manager/employee relationships regarding turnover intent and manager relationship satisfaction. This study provides empirical evidence which indicates the manager/employee relationship influences turnover intent and manager relationship satisfaction for both generations. Additionally, the study revealed differences between the generations regarding the value each places on different types of manager/employee relationships and its influence on turnover intent and manager relationship satisfaction within the first year of employment.

These results demonstrate the basic value of understanding the importance of manager/employee relationships and their link to voluntary turnover intent for the restaurant industry’s workforce. Therefore, the study suggests that interpersonal relationships, such as the “friendship and I like him” the “M/E” relationship and the “disliking” relationships explored here, play a critical role in the voluntary turnover

phenomenon for the unique, restaurant industry workforce. Lastly, the study provides a rationale for restaurant managers to examine their current relationships with the members of their workforce, and make concerted efforts, early on, to establish positive relationships with new employees.

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APPENDIX A: Survey instruments

Manager/Employee Relationship Scale Instrument



Directions:

To the best of your ability, assume the relationship described below while viewing the video simulations and answering the questionnaire.

I consider my relationship with the manager in the videos to be, **Like a friendship relationship and I like him**

View the video simulations. Please **DO NOT** discuss any part of the videos, or your personal feelings or thoughts concerning the video passages.

To the best of your ability, answer the following questions as truthfully as you can based on the relationship above in the gray box.

The following statements relate to feelings and attitudes, and how conversations like those in the videos may influence a manager/employee relationship and the decision to quit a job. Maintain the assigned relationship above in the gray box and to the best of your ability, mark the response that best describes your feelings or attitudes.

	STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE
1. Conversations like these would influence how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Because the manager assessed the situations, the comments would not change how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I would feel bad about our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I would consider looking for another job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. What the manager said would affect my desire to work for him	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. What the manager said to me about my job would cause me to consider accepting another position elsewhere with the same pay, benefits, and hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. This type of interaction is important to me and would affect how I feel about working for the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I would seriously intend to look for another job in the near future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I would feel comfortable to challenge the manager concerning my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I would accept what the manager had to say because of our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel the manager communicated effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The type of work expected from me by the manager is reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The manager was telling me how I am doing on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The manager was letting me know how I can improve my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I would be willing to do what the manager just asked me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I would think seriously about changing jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I have an effective relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I would choose to continue working at this job if faced with a similar conversation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I would generally be willing to do whatever the manager asked of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. When discussions occur about my job, the manager is showing concern for our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I would prefer a more ideal job than the one I have here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I understand the manager and he really is the way he appears	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I have an effective working relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. It wouldn't take much to get me to leave my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I received enough information from the manager to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TELL US HOW YOU REALLY FEEL

Now, forget about your assigned relationship and tell us how you REALLY feel about the following items and the influence they have on your decision to stay in a restaurant job longer.

	DOES NOT INFLUENCE					STRONGLY INFLUENCES
work schedule	1	2	3	4	5	6
manager/employee relationship	1	2	3	4	5	6
money	1	2	3	4	5	6
employment benefits	1	2	3	4	5	6
career opportunities	1	2	3	4	5	6

NOW TELL US ABOUT YOURSELF

1. When were you born?

- 1967 through 1978
- 1983 or after
- Other

3. How long have you worked in your most current job?

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- over 10 years

5. What is/was your primary restaurant position?

- Server
- Bartender
- Host
- Bus person/server assistant
- Counter person
- Cashier
- Other

2. How long have you worked in the restaurant industry?

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- over 10 years

4. Do you consider your most current restaurant job your primary employment?

- Yes
- No

6. Have you ever experienced a formal performance appraisal?

- Yes
- No

7. What is your gender?

- Male
- Female

Manager/Employee Relationship Scale Instrument



Directions:

To the best of your ability, assume the relationship described below while viewing the video simulations and answering the questionnaire.

I consider my relationship with the manager in the videos to be **Like an employer/employee relationship.**

View the video simulations. Please **DO NOT** discuss any part of the videos, or your personal feelings or thoughts concerning the video passages.

To the best of your ability, answer the following questions as truthfully as you can based on the relationship above in the gray box.

The following statements relate to feelings and attitudes, and how conversations like those in the videos may influence a manager/employee relationship and the decision to quit a job. Maintain the assigned relationship above in the gray box and to the best of your ability, mark the response that best describes your feelings or attitudes.

	STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE
1. Conversations like these would influence how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Because the manager assessed the situations, the comments would not change how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I would feel bad about our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I would consider looking for another job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. What the manager said would affect my desire to work for him	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. What the manager said to me about my job would cause me to consider accepting another position elsewhere with the same pay, benefits, and hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. This type of interaction is important to me and would affect how I feel about working for the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I would seriously intend to look for another job in the near future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I would feel comfortable to challenge the manager concerning my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I would accept what the manager had to say because of our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel the manager communicated effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The type of work expected from me by the manager is reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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16. I would think seriously about changing jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I have an effective relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I would choose to continue working at this job if faced with a similar conversation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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21. I would prefer a more ideal job than the one I have here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I understand the manager and he really is the way he appears	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I have an effective working relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. It wouldn't take much to get me to leave my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I received enough information from the manager to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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- Counter person
- Cashier
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2. How long have you worked in the restaurant industry?

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- over 10 years

4. Do you consider your most current restaurant job your primary employment?

- Yes
- No

6. Have you ever experienced a formal performance appraisal?

- Yes
- No

7. What is your gender?

- Male
- Female

Manager/Employee Relationship Scale Instrument



Directions:

To the best of your ability, assume the relationship described below while viewing the video simulations and answering the questionnaire.

I consider my relationship with the manager in the videos to be: **Like an employer/employee relationship and I don't really like him**

View the video simulations. Please **DO NOT** discuss any part of the videos, or your personal feelings or thoughts concerning the video passages.

To the best of your ability, answer the following questions as truthfully as you can based on the relationship above in the gray box.

The following statements relate to feelings and attitudes, and how conversations like those in the videos may influence a manager/employee relationship and the decision to quit a job. Maintain the assigned relationship above in the gray box and to the best of your ability, mark the response that best describes your feelings or attitudes.

	STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE
1. Conversations like these would influence how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Because the manager assessed the situations, the comments would not change how I feel about the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I would feel bad about our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I would consider looking for another job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. What the manager said would affect my desire to work for him	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. What the manager said to me about my job would cause me to consider accepting another position elsewhere with the same pay, benefits, and hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. This type of interaction is important to me and would affect how I feel about working for the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I would seriously intend to look for another job in the near future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I would feel comfortable to challenge the manager concerning my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I would accept what the manager had to say because of our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel the manager communicated effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The type of work expected from me by the manager is reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The manager was telling me how I am doing on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The manager was letting me know how I can improve my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I would be willing to do what the manager just asked me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I would think seriously about changing jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I have an effective relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I would choose to continue working at this job if faced with a similar conversation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I would generally be willing to do whatever the manager asked of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. When discussions occur about my job, the manager is showing concern for our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I would prefer a more ideal job than the one I have here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I understand the manager and he really is the way he appears	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I have an effective working relationship with the manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. It wouldn't take much to get me to leave my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I received enough information from the manager to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TELL US HOW YOU REALLY FEEL

Now, forget about your assigned relationship and tell us how you REALLY feel about the following items and the influence they have on your decision to stay in a restaurant job longer.

	DOES NOT INFLUENCE						STRONGLY INFLUENCES
work schedule	1	2	3	4	5	6	
manager/employee relationship	1	2	3	4	5	6	
money	1	2	3	4	5	6	
employment benefits	1	2	3	4	5	6	
career opportunities	1	2	3	4	5	6	

NOW TELL US ABOUT YOURSELF

1. When were you born?

- 1967 through 1978
- 1983 or after
- Other

3. How long have you worked in your most current job?

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- over 10 years

5. What is/was your primary restaurant position?

- Server
- Bartender
- Host
- Bus person/server assistant
- Counter person
- Cashier
- Other

2. How long have you worked in the restaurant industry?

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- over 10 years

4. Do you consider your most current restaurant job your primary employment?

- Yes
- No

6. Have you ever experienced a formal performance appraisal?

- Yes
- No

7. What is your gender?

- Male
- Female

APPENDIX B: Supplemental support materials

Consent forms
Call for research participants poster
Recruiting telephone script
Data gather procedures explanation
Performance appraisal

**COLORADO STATE UNIVERSITY
INFORMED CONSENT TO PARTICIPATE IN A RESEARCH PROJECT**

TITLE OF PROJECT: Manager/Employee Relationships: A Generational Arbitrator to Turnover Intent in the Restaurant Industry

NAME OF PRINCIPAL INVESTIGATOR: Dr. Jerry Gilley Ph.D.

NAME OF CO-INVESTIGATOR: Bill Franz

CONTACT NAME AND PHONE NUMBER FOR QUESTIONS/PROBLEMS:
Bill Franz 970-635-9285

SPONSOR OF PROJECT: Not applicable

PURPOSE OF THE RESEARCH:

The purpose is to find out if an employee's relationship with a manager impacts turnover intent. It is also trying to see if restaurant employees born in 1967 through 1978 and those born in 1983 and after (ages 26-37 and 16-21) think about these relationships with their managers differently. It will also try to find out what is important to employees to keep them in their jobs longer.

PROCEDURES/METHODS TO BE USED:

You will be asked to watch two (2) short video clips (approximately 5 minutes total) about a manager giving performance feedback to an employee in a restaurant. You will be given a short set of instructions that will ask you "assume" you have a specific kind of relationship with the manager in the video. These assigned relationships will range from a "good relationship like a friendship" to a "bad working relationship and you don't really like your manager." Then you will be asked to complete a questionnaire. This should take no longer than 10 minutes. Not including your travel time to a location convenient to you, the total time to participate in the research should take no longer than 30 minutes. You will be told in advance you can terminate the experiment at any time for any reason should you desire to do so. In addition, you will be told prior to beginning the experiment the researcher will reserve the same right to terminate the experiment or dis-enroll you if you are is not acting in the spirit of the experiment or distracting other participants.

RISKS INHERENT IN THE PROCEDURES:

There are no known risks.

It is not possible to identify all potential risks in research procedures, but the researcher(s) have taken reasonable safeguards to minimize any known and potential, but unknown, risks.

Page 1 of 3 Subject initials _____ Date _____

BENEFITS:

This is a chance for you to provide valuable information to restaurant managers about your generation and what is important to you. This experiment may provide restaurant companies with information about what kinds of managers to hire and how to train them to make working in restaurants more enjoyable.

CONFIDENTIALITY:

No personal identification (such as your name or social security number) will be asked for so no information on the questionnaires will be able to be traced to you. All information on the questionnaires will be kept confidential by the researcher at all times and no one other than the researcher will have access to the questionnaires. After the research is completed all questionnaires will be placed in a locked cabinet in the School of Education at Colorado State University.

LIABILITY:

The Colorado Governmental Immunity Act determines and may limit Colorado State University's legal responsibility if an injury happens because of this study. Claims against the University must be filed within 180 days of the injury.

Questions about subjects' rights may be directed to Celia S. Walker at (970) 491-1563.

PARTICIPATION:

Your participation in this research is voluntary. If you decide to participate in the study, you may withdraw your consent and stop participating at any time without penalty or loss of benefits to which you are otherwise entitled.

Page 2 of 3 Subject initials _____ Date _____

Your signature acknowledges that you have read the information stated and willingly sign this consent form. Your signature also acknowledges that you have received, on the date signed, a copy of this document containing 2 pages.

Participant name (printed)

Participant signature Date

Witness to signature (project staff) Date

Obtain your parents' permission ONLY if you are under 18 years of age
PARENTAL SIGNATURE FOR MINOR

As parent or guardian you authorize _____
(print name) to become a participant for the described research. The nature and general purpose of the project have been satisfactorily explained to you by _____ and you are satisfied that proper precautions will be observed.

Minor's date of birth _____

Parent/Guardian name (printed) _____

Parent/Guardian signature Date

A CALL FOR RESEARCH PARTICIPANTS.

A research effort is being conducted through Colorado State University that focuses on the employee/ manager relationship.

Restaurant employees leave their jobs for many reasons. This research is about how the employee/manager relationship impacts that decision. Your participation may help to improve working conditions in the restaurant industry.

Participant information will be kept anonymous and each person who participates will be given an opportunity to view the results. The experiment will be held at a time and a location that will be convenient for you. Participants will watch TWO (2) short video clips and complete a short questionnaire. The entire activity will take no longer than 30 minutes.

CRITERIA FOR INCLUDING OR EXCLUDING PARTICIPANTS:

Participants must have been born in 1967 through 1978 or in 1983 or after. Participants must be able to read and understand English well enough to view the video and complete a questionnaire written in English. Employees must be classified as front-of-the-house restaurant employees and come in direct contact with restaurant customers. Common job titles are: wait person or server, host, bus person or server assistant, bartenders, cocktail server, counter person, cashier.

If you would like to participate in this research, please contact:

Bill Franz

970-635-9285

email: bill.franz@cahs.colostate.edu

Principal Investigator: Dr. Jerry Gilley Ph.D.

Telephone script

“Good morning/afternoon/evening, may I speak to the general manager or the owner? My name is Bill Franz and I am a doctoral student at Colorado State University. I am conducting research for my dissertation and I’ve chosen the restaurant industry because I was a manger for many years and fought the turnover problems. The focus of the research is turnover and young workers”

“I realize how busy you are so I was hoping I could schedule a brief meeting with you to show you the research I’m working on, and to see if you would allow me to ask some of your employees if they would like to participate. As you know, employee turnover is one of those operational issues that can make life miserable for managers. That is why I’m doing the research. When would it be convenient for you and me to spend 15 minutes together so I can tell you more about it?”

Based on responses from general managers/owners:

- The research does not involve any aspect of your restaurant or its turnover.
- It does not involve or ask anything about your employee’s relationships with their managers or your management team.
- No activities will be held in your restaurant.
- It will not cost your restaurant anything or take your employees away from their jobs. It will take place away from the restaurant and on the employee’s own time.
- I am contacting you to see if you will let me ask some of your employees.

Based on response:

“Thank you for agreeing to meet with me. When will it be convenient to visit you and spend 15 minutes or so describing the research? If you should need to reach me, my phone number is

970-65-35-9285 and you can call anytime. (schedule meeting and thank them)

-or-

I can understand your unwillingness to meet with me. Would it be alright if I stopped by and showed you poster simply asking any restaurant employees to participate in a research project?"

"Thank you for your time."

Script to explain procedures to participants before viewing clips

Researcher:

You have my deepest appreciation for agreeing to take time out from your busy schedule(s) to participate in this research project. Thank you very much.

This is what we will do.

First I will pass out informed consent forms for you to sign. This is required for all research performed through the university. Please read it over, initial the bottom of each page and sign the last page. If you are under the age of 18, please notify me. Please ask me any questions you need to.

I am going to show you the questionnaire you will be filling out and explain it thoroughly.

After you have received your questionnaire it is important that you do not speak to anyone else in the room. If you have questions, please ask me. Then I am going to show you two (2) very short video clips of a manager having discussions with an employee about job performance. They both reflect poor performance by the employee.

Then after watching the clips, I am going to ask you to complete the questionnaire. This entire process will take no longer than 30 minutes.

(Randomly assign the relationship instrument to participants along with a pencil)

Now that you have your questionnaire, look at the very top in the gray-shaded box. This is telling you what type of relationship you have with the manager you will see in the video clips. This is not intended to reflect the "real" relationship you currently have with your "real" managers at work. If it helps you, think back about previous relationships like the one you've been assigned and try to recall that relationship and respond to the questions the best that you can. If you have never experienced a relationship like the one you have been assigned, do your best to complete the questionnaire as if you had. In essence, what I would like you to do is "pretend" you are the employee in the videos and the manager in the videos is your manager. Remember; please do not speak to anyone other than me.

I'll read the directions and please follow along. Stop me and ask questions at any point.

(Read through the entire set of directions in the instrument)

Are there any questions?

(Answer any questions)

OK. Now I am going to show the two (2) short video clips. Watch and listen carefully. Immediately after viewing the clips, begin on the first page of the questionnaire and complete it. Be careful to answer all questions. If at any time you wish to discontinue participating, just let me know and I will collect your questionnaire. Likewise, if I feel anyone is disrupting the other participants I may ask you to stop your participation.

As soon as you are finished, please hand your questionnaire to me. Then, after you are finished, there is a contact sheet up here where you can list your name and address/email if you would like a summary copy of the research results when the project is completed.

Are there any questions?

(Answer any questions)

Ok then, let's watch the video clips.

(After viewing the clips)

OK. Let's begin the questionnaire. Remember the relationship you have with the manager in the video. If you have any questions, please ask me.

(As participants finish they will be asked if they would like a summary of the results, and if so to provide their contact information. They will be thanked for their participation)

EMPLOYEE PERFORMANCE AND DEVELOPMENT REVIEW

Name	Today's Date
Position	Rate of Pay
Hire Date	Date of last review

Guide to rating and performance code

1. **Above average**-frequently exceeds job requirements
2. **Satisfactory**-Consistently meets job requirements
3. **Needs Improvement**-Meets job requirements most of the time, but, some improvement needed
4. **Unsatisfactory**-Does not meet job requirements; Improvement needed if incumbent is to stay in the job.

How do you rate this employee's present overall performance?

Above Average
 Satisfactory
 Needs Improvement
 Unsatisfactory

1	2	3	4
---	---	---	---

COMMENTS

Work quality			√		Job standards not being met
Work quantity		√			Performing all the tasks
Employee relations				√	Not getting along with coworkers or managers
Control of job-related costs		√			Few errors that cost money, no waste
Guest service			√		walking to tables, special requests, polite and smile
Sanitation		√			Doing alright-- washing hands regularly
Attendance				√	2 late call ins, 1 no show
Personal appearance			√		Uniform is poor, hair unkempt
Attitude				√	Seem unhappy at times, negative attitude at work

Employee Comments-Strategy for Improvement

Do you understand your benefits?

Insurance	Meal Plan
Vacation	Tip Share
Open Door Policy	Tuition Reimbursement

Employee Signature _____ Date _____

Reviewer's Signature _____ Date _____

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