EXAMINING THE PREDICTIVE WEIGHT OF PERCEIVED ORGANIZATIONAL

SUPPORT AND JOB EMBEDDEDNESS ON TURNOVER INTENTION

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ABSTRACT

Generation Z personnel are entering the workplace in monumental numbers. As this understudied population enters the work domain, the business environment will continuously struggle to adapt to their new perceptions, motifs, and thought processes. When these new workers enter the workforce, many will inevitably enter the leisure and hospitality industry. This specific industry has the highest turnover rate in America (Bureau of Labor and Statistics, 2022). To further the understanding of retention, this study was structured to explore the predictive weight of perceived organizational support (POS) and job embeddedness (JE) on turnover intention, to assess which construct was the stronger predictor. Answering a call for future research, the sample was derived from Generation Z employees (participants aged 18 to 25) who have worked or are working in the leisure and hospitality sector for at least 6 months and did not hold a supervisory role. 68 participants filled out an online survey containing three psychological measurements (POS, JE, turnover intention scale) that were posted in preapproved social media groups. A multiple linear regression analysis was employed and revealed that POS is the only predictor of turnover intention among Generation Z employees working in the American leisure and hospitality industry. Implications and direction for future research are discussed.

Keywords: Generation Z, leisure and hospitality, perceived organizational support, job embeddedness, turnover intention, retention, multiple linear regression analysis.

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CHAPTER 1: INTRODUCTION

Employee retention persists as a top priority in organizational research because of the vast number of variables that impact it such as cultural shifts, motivational changes, technological advancements, employees seeking meaningful work, and shared value within the organization (Khairunisa & Muafi, 2022). Throughout this paper, retention refers to what the business or industry experiences with people leaving, while turnover intention is what the individual employee experiences when they consider leaving (Cohen, 1999; Mobley et al., 1979). Furthermore, economic volatility changes the work environment, causing the workplace to adapt and overcome these unforeseen obstacles (Choy & Kamoche, 2020). When these variables are introduced to a work team, retention remains important for all parties involved because the team relies on everyone's contribution to remain successful (Schulze & Krumm, 2017). Retention is a primary focus to optimize the workforce, keep people embedded in their roles, and give organizations tools to reduce turnover (Choy & Kamoche, 2020). This study investigated the predictive relationship between perceived organizational support (POS) and job embeddedness (JE) on turnover intention. POS has been used to predict employees' intentions of quitting; when POS at an organization is low, employees will have higher intentions of quitting (Eisenberger et al., 1986; Serban et al., 2021). The job attitude JE was selected to assess how meaningful work, relationships, and job-fit impact retention and POS. JE measures the overall fit that an individual employee has to the job and the community (Ampofo & Karatepe, 2021; Sessa & Bowling, 2020).

How employees view their company's support is influenced by a variety of strategies that companies use to help retain their employees. For example, pay, non-

financial compensation, work schedule, talent acquisition, job placement, rapport, supervisor relations, leadership training, professional development, and promotion paths impact an employee's level of POS (Serban et al., 2021). Focusing on the employee, JE helps evaluate their belongingness in their job role and the myriad of relationships created throughout the business and community, determining what an employee loses when they leave a job (Thakur & Bhatnagar, 2017). Literature on leadership and motivation was assessed to further explore the nature of POS and JE. Leadership is one of the variables that contributes most to POS and motivation and has a great impact on a person's intentions of quitting (Zhou et al., 2022). Motivation is a powerful predictor of JE and retention, while POS and leadership can be used to optimize employee motivation (Ali & Anwar, 2021). Focusing on Generation Z (Gen Z) workers can lead companies to optimization as the current workforce is comprised of nearly 25% of this age group (Pichler et al., 2021). Gen Z's are people that were born between 1997 and 2013. This study contributes to the field of organizational study by assessing key variables that impact retention and direction for future research.

Background

Retention is defined as the company's ability to keep an individual employed over a period of time, measured by an individual's turnover intention (Cohen, 1999). Retention has been a focal point for organizational researchers and business leaders since the development of corporate structure and gained more popularity during the industrial revolution (Sessa & Bowling, 2020). As factories and corporations expanded, the need for employees increased and companies were forced to adopt hiring, training, and retention plans to remain competitive within their respective markets (Hopson et al.,

2018). These plans remain critical for companies to maintain competitiveness today. In today's volatile market, retention is heavily impacted by the addition of new variables such as remote initiatives, younger generations entering the workforce, or different supervisor relations. According to the Bureau of Labor and Statistics (2022), the leisure and hospitality industry hosted over a 50% turnover rate in 2022. Ampofo and Karatepe (2021) suggested that workers could be better retained by building stronger social interactions within the workplace while Mashi et al. (2022) explain that organizational rewards will keep people aligned (retained) with their hotel employer. Both studies focused on hospitality businesses (hotel staff) and found various data and implications.

Studies have emerged on millennials in the workforce, explaining and highlighting the differences in generations within a working environment. Nabawanuke and Ekmekcioglu (2021) encourage companies to focus on work-life balance to maintain team cohesion amongst age-differentiated employees. The younger employees might not see eye-to-eye with the older generations because they have different work ethics, the younger workers are more technologically inclined, and people mesh better with team members closer in age (Hurtienne et al., 2021). Furthermore, there appears to be a difference in motivational factors that cause people to leave a company, whereas younger employees are more willing to leave. The importance of studying this younger demographic of workers in a service-related job stems from the motivational shifts, to help explain why they leave their company. Mahmoud et al. (2020) conducted a study on the different motivations between millennials and older-generation workers and found that millennials were more motivated by recognition and acceptance. This study focused on the youngest generation of workers entering the leisure and hospitality industry to help

expand the knowledge on retention. This study aimed to understand the phenomenon of

retention; there are currently vastly divergent directions being suggested to the industry.

To minimize the spread of data, research must focus on a certain age group (King et al.,

2021). The 18- to 25-year-old demographic would provide sound data to assess why

younger employees are leaving the company. This age group requires attention because,

in January of 2022, the Bureau of Labor and Statistics (2022) reported the lowest median

tenure (2 years) was in the leisure and hospitality industry, where 19-year-old workers

had less than a 12-month tenure status. These workers hosted over a 50% turnover rate,

which was higher than all the other industries.

Problem Statement

It is not known what variable (POS or JE) best predicts retention in Generation Z

employees working in the leisure and hospitality industry. POS has been widely

researched in the business environment and has been shown to increase motivation and

employee longevity (Caesens et al., 2020), increase affective commitment and

psychological empowerment (Yogalakshmi & Suganthi, 2018), while increasing

innovative behavior and social exchange (Nazir et al., 2018). As POS explores the

employee's perception of how the company looks after them, JE examines the wide range

of job and community variables that keep an employee retained (Dechawatanapaisal,

2018). There is a gap in the research on the level of prediction that POS and JE have on

retention, and both have been shown to be greatly valued by the Gen Z population

(Agrawal et al., 2022; Arici et al., 2023; Pramana et al., 2021). Previous studies have not

compared POS and JE side-by-side as predictors of retention in the leisure and hospitality

industry, specific to the Generation Z employees. This study was needed to showcase the

predictive weights of POS and JE on retention, giving business leaders and researchers data on whether organizational support (POS) or job and community factors (JE) are more important to the younger generation. For example, the analysis for this study is set to identify which variable best predicts turnover intention, which could lead businesses to improve those areas and ultimately better retain staff. The findings contribute to the understanding of workplace dyads that lead people to quitting by highlighting the more predictive variable (Huning et al., 2019), offering researchers a luminous direction for future studies of retention. Jolly and Self (2020) recommend focusing on lower-level employees, specific to the leisure and hospitality industry while King et al. (2021) add that younger workers (age 18-25) should be examined to better understand their perception of the company and why they leave a company. POS and JE require further research because they are two main factors causing turnover in the younger generation, and the Gen Z population is entering the workforce in full stride (Bryngelson & Cole, 2021).

Purpose of the Study

The purpose of this quantitative correlational study is to examine the weight of prediction that Perceived Organizational Support and Job Embeddedness have on employee turnover intention. This study focused on employees who are 18 to 25 years old working within the leisure and hospitality industry in America. This study aimed to identify the level of prediction that POS and JE have on young adults' intentions of quitting, specific to the leisure and hospitality industry.

Research Question(s) and Hypotheses

Research Questions

RQ1: Does perceived organizational support predict turnover intention in Gen Z personnel working in the leisure and hospitality industry?

RQ 2: Does job embeddedness predict turnover intention in Gen Z personnel working in the leisure and hospitality industry?

RQ 3: Between perceived organizational support and job embeddedness, which is the stronger predictor of turnover intention in Gen Z personnel working in the leisure and hospitality industry?

Hypotheses

Hypothesis 1: Perceived organizational support predicts turnover intention in Gen Z personnel working in the leisure and hospitality industry.

Hypothesis 2: Job embeddedness predicts turnover intention in Gen Z personnel working in the leisure and hospitality industry.

Hypothesis 3: Perceived organizational support is the stronger predictor of turnover intention in Gen Z personnel working in the leisure and hospitality industry.

Assumptions and Limitations of the Study

During data collection, it was assumed that the participants answered honestly without any outside influence. This study relied on the participants to answer honestly because it was structured to evaluate the individual's perception of how they are treated in their role at work. If they fear there will be repercussions if they answer a certain way, the data may not be accurate. Participants were reminded that the data will not be shared with employers and personal data will not be collected (name, job title, employer, etc.).

The study parameters were addressed and the participants were informed that their honesty could potentially benefit future adults entering the workforce, and they were not asked any identifiable questions to ensure their identity remains anonymous. There are potential confounding items that could skew the data such as individuals who work for companies that recently gave bonuses, new promotions, or the employee is relatively new and has not yet established a relationship with supervisors. This study focused on their current employer and did not account for previous work experiences. To combat this potential limitation, this study was structured to evaluate the predictive impact of POS and JE on retention within their current employment.

There are a few known limitations of the study design, industry, and target audience. This study is a quantitative correlational design that assesses the relationship between variables. Limitations exist because the research cannot further explore a respondent's answers to the question. This specific study was best assessed using the quantitative design to obtain empirical, numerical data. The leisure and hospitality industry has some potential limitations because the industry is broad. This study was structured to benefit from the broad range (disseminating the survey to large service-related groups) of companies that comprise the industry because generalizable data was a priority. Within the industry, companies have a monumental difference in customer volume, interaction, size, location, etc. Respondents may have answered the survey differently depending on the volume of customers or other variables that impact motivation on that given day. For example, a server who filled out the questionnaire on a Monday versus a busy Saturday might have given different results.

This study benefited from the variety of respondents within this industry because the aim was to achieve generalizable information for all industries. Focusing the research and data collection on younger employees offered some limitations because they might not have any other previous work experience, their maturity levels differ, or their employment status (part-time vs. full-time) may vary. Despite the potential limitations, this study offered the best results by obtaining a variety of participants throughout the leisure and hospitality industry. It also provided empirical data on current organizational variables that impact retention. This study relied on participants' perceptions of their company, relationships, and job fit to best acquire generalizable data to combat worldwide retention issues.

Theoretical Foundations of the Study

This study focused on the predictive impact between perceived organizational support (POS) and job embeddedness (JE) on retention. Blau's (1964) social exchange theory best explains the relationship between the individual employee and their employer. In this theory, Blau (1964) explains that people's reactions or involvement will be a reciprocation of their surrounding social environment. In the presence of a workplace, people will gauge their relationships based on what is reciprocated by other coworkers. POS's theory is founded by Eisenberger et al. (1986), which progresses the social exchange theory by adding the thought that employee retention is directly impacted by the perceived level of support they receive from their supervisor and company. Furthermore, Eisenberger et al. (1986) explained that people will leave their company if they feel their efforts are not matched, if they do not feel supported by the company, or if their values are not the same as the company's. Meaning, if the offerings of a company

are not equal to a person's performance, or a perception of their performance, they will

not feel that their company values their efforts (Eisenberger et al., 1986). The

combination of both theories helps align the research to investigate the employee's

anticipated recognition for completing a task. When the task is done, an employee might

feel that their efforts should be reciprocated (Blau, 1964), and expect that their supervisor

will show them gratitude (Eisenberger et al., 1986).

This study expanded upon what is known about the popular phenomenon of

retention. Deci and Ryan's (2000) self-determination theory (SDT) focuses on the

employee's motivation as derived from their leader's intent. The three main pillars that

Deci and Ryan (2000) present are autonomy, relatedness, and competence. Autonomy is

established when supervisors trust their employees to carry out tasks; relatedness covers

the relationship between the leader and follower; and competence is the employee's self-

assessment of their capabilities. If these three pillars are fulfilled, the worker will remain

motivated and ultimately retained. SDT pairs well with the social exchange and POS

theory because the relationship between the leader and the follower impacts one's

motivation. This is important because this study aimed to specifically examine the weight

of POS and JE as predictors of retention. Both variables are greatly comprised of

leadership implications and the individual's level of work motivation. Eisenberger et al.'s

(1986) POS theory, Blau's (1964) social exchange theory, and Deci and Ryan's (2000)

SDT best aligned this study to progress the understanding of variables that impact

retention in the contemporary workplace. The biblical perspective used to guide this

research stems from Wolters' (2005) suggestion to seek out the truths in all things. This

study was designed to identify whether POS or JE is the stronger predictor of an

employee's turnover intention.

Definition of Terms

The following is a list of definitions of terms that are used in this study.

Job Embeddedness – Job embeddedness (JE) is defined as an individual's link, fit, and

sacrifice to their job and community. JE has two categories: on-the-job embeddedness

and off-the-job embeddedness. On-the-job explores the individuals' relationships within

the workplace, fit to their job (knowledge, skills, abilities), fit to the social context of the

team, and what they would lose if they left the company (sacrifice). Off-the-job

embeddedness covers the individuals' at-home life, their link to the community, friend

groups, social groups, community involvement, and what they would lose from leaving

that community (Burrows et al., 2022; Crossley et al., 2007; Fasbender et al., 2019; Sessa

& Bowling, 2020).

Perceived Organizational Support – Perceived organizational support (POS) is defined

as the individual's perception of how their employers support them. Support is job

security, financial compensation, supervisor relationships, promotion path, clear goals,

fair treatment, and equal opportunity work environments (Eisenberger et al., 1986;

Eisenberger et al., 2014; Rhoades & Eisenberger, 2002).

Retention – Retention is defined as the company's ability to keep an individual

employed over a period of time, measured by an individual's turnover intention (Mobley

et al., 1979).

Turnover – Turnover refers to employees who quit their jobs and is defined as the number of people who leave the company during a period of time (Omanwar & Agrawal, 2020).

Turnover Intention – Turnover intention refers to an employee's willingness to leave a job and is defined as an individual's level of intention of leaving their current employment (Cohen, 1999).

Leadership – Leadership refers to a person of power within the workplace (e.g., manager, supervisor) and is defined as the act of engaging with individuals to motivate them to achieve a common goal (Huning et al., 2019; Quek et al., 2021; Van Dierendonck & Nuijeten, 2011).

Motivation – Motivation refers to the individual within the workplace and is defined as the individual's willingness to engage with others, the effort they put into their work, and their workplace motivational needs (Deci & Ryan, 1985; Gagne et al., 2014).

Significance of the Study

This study contributed to society and future research by providing empirical data on the perception of low-level employees within service-related jobs in the leisure and hospitality industry. This study expanded upon the antecedent findings from Eisenberger et al.'s (1986) POS theory by focusing on the employee's perception of company support, related to a specific job attitude (job embeddedness), at the lower level. Herr et al. (2019) explain that when people feel more supported by their employer, they will become more embedded in their role. This study highlighted the importance of organizational support and ensuring that people have meaningful tasks to keep them retained. Blau's (1964)

social exchange theory was expanded upon by examining the overall relationship between employer and employee.

Business leaders can benefit from the findings by seeing what motivates the younger workers and how they perceive the job and company. These findings can offer predictor variables to measure future alignment. Furthermore, examining predictors of retention will give companies insight into potentially effective leadership strategies, how to retain the younger workforce, and solutions on how to optimize the workforce in the service industry. Focusing on the leisure and hospitality industry maximized the findings and contributions because this industry had the highest turnover rate in 2022 (U.S. Bureau of Labor Statistics, 2022). Akgunduz and Sanli (2017) found POS and JE to be positively related to hotel employees, based in Turkey. Expanding on their findings and answering their call to future research, this study obtained data on a larger basis of hospitality-related industries. The American market categorizes the leisure and hospitality industry into one entity (U.S. Bureau of Labor Statistics, 2022). In such competitive markets and diverse workforces, companies are required to remain adaptive, ensuring that they are creating the best work environment for their employees (Ampofo & Karatepe, 2021). This study may pave the way to retention solutions related to younger employees and contribute to organizational psychology literature. Furthermore, business leaders will benefit from reading the results of this study because it provided insight into POS, JE, and retention in their Generation Z workers.

Summary

Perceived organizational support and job embeddedness require additional research to further examine retention, the strength of the prediction, and how businesses

can use these variables to create a better work environment (Jolly & Self, 2020). The

American leisure and hospitality industry is a massive industry with one of the highest

turnover rates (U.S. Bureau of Labor Statistics, 2022). Focusing on this industry provided

sound empirical data on retention issues, providing insight into how to reduce turnover

(Akgunduz & Sanli, 2017; Ponting & Dillette, 2020). Diversity is becoming more

relevant in the common workplace because people are becoming more open with their

sexuality, how they identify, and what sets them apart from others (Caesens et al., 2020).

This study evaluated the younger employees in the workforce, offering generalized

information on how people currently view their employer, what motivates them, and why

they are quitting their jobs.

There are many influences that impact a team's outcome. In a workplace team

dynamic, outside factors such as economic shifts, customer motifs, or community

involvement impact how people perceive their organization and their motivation to work

(Choy & Kamoche, 2020). Internal factors such as leadership, promotion, job roles, and

relationships further drive people's view of organizational support (Muhammad et al.,

2020). This study focused on retention through POS and JE because it covers both

internal and external factors that cause people to quit their jobs (Huning et al., 2019).

Leadership has a monumental impact on employee engagement, embeddedness,

perception of support, and retention (Hill et al., 2014; Quek et al., 2021; Wang et al.,

2022). Motivation is the driving factor in how people act within their role, how satisfied

they are at work, and if they will leave the company (Ali & Anwar, 2021; Deci & Ryan,

2000). Literature on leadership and motivation will be assessed to further explore what is

known about POS and JE. The overall intent is to progress what is known about retention

in organizational psychology while expanding on the theoretical frameworks of the social

exchange theory, SDT, and POS theory.

CHAPTER 2: LITERATURE REVIEW

The modern workforce endures inevitable change as the economy cycles, social normality shifts, technology advances, and new leaders emerge. Corporations are tasked with adapting to these shifts to ensure their company remains profitable, competitive, and valued (Saks, 2019). In such competitive markets, retention remains a top priority for business leaders and researchers because workers have a plethora of job options (Kroll & Tantardini, 2019). If an employee feels that they are not valued by their current employer, they can seek job opportunities at direct competitor businesses (Choy & Kamoche, 2020). With similar brands (e.g., McDonalds vs. Burger King), the employee will seek a job that supports them financially, mentally, motivationally, and provides them with professional growth (Deci & Ryan, 2000). Occupational research has focused on the interactions between employees, supervisors, and the organization to further understand why people leave a company (Blau, 1964; Hopson et al., 2018). It is important for companies to retain their employees because it optimizes the workforce, creates consistency within the team, reduces company spending on training new employees, and can increase the overall performance of individuals and the company (Choy & Kamoche, 2020). This study aimed to explore specific variables that impact retention in the contemporary workforce.

Increasing in popularity, perceived organizational support (POS) specifically examines the employee's perception of how they are supported by the company. When POS is high, employees have a lower chance of leaving the company because they feel that their efforts are appreciated (Eisenberger et al., 1986, 2014). The second variable of interest is job embeddedness (JE). JE is a workplace attitude that measures a specific individual's relationship to their job and community (Sessa & Bowling, 2020). Literature

on the younger demographic will showcase the importance of adapting company policies because generational differences impact job involvement (Thalgaspitiya, 2021). Chapter 2 covers the strategy used to obtain sources, what is currently known on the variables selected for this study (POS, JE, and retention) in current organizational research, and the biblical foundation for this study.

<div align="center">**Description of Search Strategy**</div>

Research was primarily sourced through the Jerry Falwell online library at Liberty University. Google Scholar was also used to source articles. The search terms utilized throughout the course of research were job embeddedness, perceived organizational support, retention, leadership and POS, motivation and POS, employee motivation and retention, Gen Z, hospitality, used in a variety of combinations to maximize the relevancy and quantity of results. For example, a search term would appear as follows: job embeddedness and perceived organizational support, leadership, and perceived organizational support. The two main variables POS and JE have many studies relating to job satisfaction, and the priority of research was to find previously determined links between the two variables (Yang et al., 2019). Within the database of the library, the *Mental Measurements Yearbook* was used to assess the measurements used in studies and to select measures for this study. Delimitations were set to ensure that articles were less than three to five years old, except for antecedent or theory-based articles supporting the study. Biblical research was aligned with the integrated approach which allows the researcher to emulate the Lord's character traits, while using scripture to explain the relevance of biblical findings to the topic (Johnson, 2010). This research brought a

valuable explanation of the variables to society (Wolters, 2005). It also highlights solutions to optimize people's time in the workplace.

Review of Literature

Previous literature has covered a variety of organizational phenomenon related to retention. This section starts with an introduction to the generation under review, then proceeds to the evolution of the workplace, how diversity has influenced change in the workplace, how teamwork impacts retention, and the influence that leaders have. Next, this section explains what is known about the variables selected for this study. It is structured so that each variable is expanded upon individually and associated with the other variables. For example, this section provides what is currently known about POS, including the foundational factors of POS (leadership and motivation), and how POS is impacting the Gen Z population and the leisure and hospitality industry. The literature explains POS as an individual variable and the impact that it has on retention. JE is also explained as an individual variable, the impact it has on retention, and the cohesion it has with POS. Leadership and motivation are added to this section because they are some of the largest contributing factors to POS, JE, and retention. This section was structured in such a manner to showcase the similarities between the variables, and why it is important to treat them as individual variables to further the understanding of retention.

Generation Z

Organizational psychology requires continuous research because different variables are presented in the workforce and they need to be further explored to fully understand the implications. In this case, the targeted phenomenon is retention. The new wave of employees entering the workforce requires direct attention to further what is

known about retention. This generation is the Generation Z (Gen Z) population born

between 1997-2013 (Holly, 2019). There are core variables studied in organizational

psychology specific to retention, motivation (intrinsic, extrinsic, group, individual),

leadership (throughout the hierarchy of the business structure), employee relations

(varying by the size of the team and business), different generations entering the

workforce, etc. (Griffin et al., 2020). The workplace has drastically changed over the

years because of social media, demand, technology, and market competition (Satter,

2019). For example, remote work offered a new perspective for managers to maintain the

team's integrity, create new policies to ensure that people remain motivated, and

showcase support by offering insight into employees' work-life balance (Eddleston &

Mulki, 2017). The workplace was driven by technology, with the pandemic as a catalyst,

to adopt the remote initiative. Alongside technological advancements, the generation of

young adults entering the workforce were raised using these advancements and expect to

use them in their workplace. The above-mentioned Gen Z employees entering the

workforce require examination to help businesses adapt, lead coworkers to a better

understanding of how to work with this generation, and educate Gen Z about what to

expect when entering the workforce.

Generation Z in the Contemporary Workplace

As technology revolutionizes the workforce, the generation of workers born

alongside technological advancements will quickly adapt and optimize the workforce

(Ganguli et al., 2022). According to Bryngelson and Cole (2021), there could be nearly

60 million Gen Z personnel entering the workforce over the next decade. As this age

group enters the workforce, retention could be impacted because there is a

communication barrier between the generations, social interactions are different from

what the older generations are used to, and motivational drives differ throughout the team

(Khairunisa & Muafi, 2022; Mahmoud et al., 2021; Rodriguez et al., 2019). Miller (2018)

mentioned that this age group is having a difficult time integrating with the current

workplace because they lack social awareness, the in-person team dynamic is stressful to

them, and they are not as comfortable with public speaking. The leisure and hospitality

industry has one of the highest turnover rates comparatively (U.S. Bureau of Labor

Statistics, 2022); Gen Z workers are going to add to the retention issue or not join the

industry if they feel unwelcome (Bryngelson & Cole, 2021; Pramana et al., 2021). This

presents a monumental issue for the workforce because industries will have staffing

issues if the next generation of workers only enter tech-based industries.

  Gen Z is the focus of this study because there is a lack of research on their

generation as they enter the workforce. This is because they have been in the workforce

for less than a decade. The drastic difference in the generations is highlighted in current

workplaces, making team cohesion and retention a recurring issue (Bryngelson & Cole,

2021). This generation currently faces issues with adapting to the current workforce.

They are having trouble conforming to older leadership styles and they are more prone to

leaving a company (Pramana et al., 2021; Rodriguez et al., 2019; Satter, 2019). Gen Z

employees have difficulty adapting for a variety of reasons. Reasons range from their

perception of organizational support to their overall view on environmental issues

(Pramana et al., 2021). Pramana et al. (2021) explains that Gen Z people have a high

concern for climate change and other societal issues, ultimately changing how they

perform at work. Their work performance, to include team cohesion, has become an issue

because they are more concerned with outside influences and will leave a company if their opinion is not valued or supported (Bryngelson & Cole, 2021; Pramana et al., 2021). Furthermore, Gen Z employees are not the easiest to lead because they are already planning for their next job, they are impatient, and they do not have a tolerance for inefficient technology within the company (Rodriguez et al., 2019). This presents an issue on both the employee and employer side because without cohesion, both parties will not value each other's opinions, trust will not exist, and companies will refrain from promoting them (Deepika & Chitranshi, 2021). Without a promotion path, these younger employees will immediately leave the company and find employment elsewhere (Agrawal et al., 2022; Rodriguez et al., 2019). Gen Z employees are facing cohesion issues within the work environment because they are not fully understood.

A generation raised on technology will have different perceptions of organizational support, have alternate ways of becoming embedded with their roles, motivational needs may vary, and the leadership required to keep them retained is not the same as other generations. The workplace continues to have Gen Z employees entering and changing the team dynamic. Kortsch et al. (2022) explain that organizations can think outside of the box to help employees adapt to change, incentivize them, and create happiness in the new structure. During these changes to the workplace, there are companies that thrive, while other companies are unable to adapt. Through the different generations that comprise the workforce, there can be a communication gap because there are various preferences in the communication channels (Agrawal et al., 2022). Gen Z workers are now entering the workforce and being forced to adapt to corporate standards. This is drastically different from the Gen Z normality because they were born and raised

in a social media boom, making them more comfortable communicating through a screen rather than face-to-face interactions (Schroth, 2019). A workplace with a communication barrier will have productivity halted, ultimately contributing to turnover (Khairunisa & Muafi, 2022). The younger generations that enter the workforce drastically differ from the more senior workers and require different approaches to keep them retained (Hurtienne et al., 2021). Research will remain necessary to help describe and understand phenomenon that causes retention numbers to fluctuate. The purpose of the next three sections (diversity, teamwork, and influence) is to show what common workplaces endure and how the gen Z population requires additional research.

Diversity

Over the years, diversity has become a more common topic in the contemporary workplace because people are more open with their sexuality, race, and how they identify (Cancela et al., 2022). Additionally, the newest generation of employees (Gen Z) are diverse in their own way due to the availability of technology throughout their childhood, their concern with the environment, and their approach to problem solving (Pramana et al., 2021). Diversity comes in a variety of forms, all requiring different strategies to optimize the potential outcome. Hurtienne et al. (2021) found that younger generations require a different approach to maintaining work engagement; companies can no longer conduct a mass hiring and expect Gen Z workers to feel supported and motivated to work. Agrawal et al. (2022) conducted a study on the different generations within a workforce and found a great difference in retention based on employee's level of job embeddedness. Diversity is a monumental factor in the workplace because people gravitate toward similar individuals in social groups (Tajfel, 1978). Ng and Sears (2018)

found that companies must fulfill two portions of diversity initiatives: clear policies set in

play and following up with the policies making people feel comfortable in their roles.

Meaning, companies cannot just market that they are an equal opportunity workplace,

they must follow through with their policies and create a positive diversity climate that

makes everyone feel welcome (Jolly & Self, 2020). To generalize diversity in the

workplace, companies must show their support to all their employees, ensure they give

individuals a voice, and properly assign people to a role that optimizes their knowledge,

skills, and abilities (Cancela et al., 2022).

Teamwork

Businesses seek to reach the highest level of performance, remain competitive

within their industry, and maximize profits. As work teams become more diverse, there

could be a potential for friction points within the staff, leading to an overall decrease in

the company's efficiency (Saks, 2019). To remain competitive, companies must properly

assess their employees and put them in a role where they will succeed (Ju et al., 2021).

Wu and Wu (2019) explain the importance of employee engagement to increase

innovative behaviors. Employees who are not in their preferred role might only act

friendly and cordial to their peers to get through the day. If the person was engaged, had

fulfilling work, and wanted to be there, healthy professional relationships would form and

optimize the team's work (Smith et al., 2021; Wu & Wu, 2019). When a team gains a

new member or an outside force influences change, the team endures a cycle of

adaptation (Tuckman, 1965). As the new generation with diverse traits and qualities

enters the workforce, organizations will restart the cycle of team building. Tuckman's

(1965) theory on team development supports the need for future research in

organizational psychology on retention, how people fit within their roles, and how the company can provide for their employees. Cho et al. (2018) discuss the importance of employees seeking to fit in with social groups and the Gen Z workers using social media to fulfill their motivational needs. This makes their at-work life different than other workers because they might be more attracted to their phones, seek social networking engagement over in-person engagement, and they perceive interactions differently than other generations of workers (Wood et al., 2022). Furthermore, the social exchange theory does not evaluate the impact of the job that people hold in their organization.

Influence

There are many influences that impact retention in the workplace inside and outside of the company's physical infrastructure. Internal influences are things like leadership, size of the company, organizational support, funding, pay, promotion paths, etc. External influences are economic changes, market shifts, competitor performance, target audience, etc. Focusing on internal influences can increase the company's resilience, ensuring that the team can handle any outside change (Duchek, 2020). Everyone within a workplace adds a different perspective, thought process, and benefit to the team. Companies must understand their workers by building rapport, properly aligning their goals, using different leadership styles to motivate younger workers, and putting them in positions that will play to their strengths (Deepika & Chitranshi, 2021). Choy and Kamoche (2020) identified destabilizing factors such as employee relations, the work environment, and the hours (night shift vs. day shift) that people work greatly contributes to turnover intentions. These facets are influenced by business owners and managers; they have the power to create a work environment that retains people.

Influence will become more important as the Gen Z population consumes the workforce because they will seek out mentorship (Loring & Wang, 2022). Relationships are mandatory throughout the hierarchy of the business to properly assess what motivates and influences people to stay aligned with the company (Dechawatanapaisal, 2018; Deci & Ryan, 1985; Eisenberger et al., 1986).

Perceived Organizational Support

Perceived organizational support (POS) is the employees' perception on how the company supports them, including leadership interaction and organizational commitment (Tremblay et al., 2019). POS stems from the organizational support theory, which explains that employees expect reciprocated effort from their employer (Eisenberger et al., 1986). Employees want to know that their efforts and contributions to the company are valued and compensated. POS has been found to increase employee alignment, morale, job satisfaction, and can optimize the overall performance of the team while predicting retention (Muhammad et al., 2020; Traeger et al., 2022). Factors involved with POS include the culture created in the workplace, the type of leader, training received, individuals on the team, and the industry. Culture hosts a high level of importance in the contemporary workplace due to the vast number of direct competitors (Nazir et al., 2018). When the barrier to entry is low (minimal requirements to obtain a job within a certain field), job seekers can shop around and search for a job that satisfies their needs. The culture of a company is an intangible value created by POS that keeps people motivated and retained (Guo et al., 2020). In competitive markets, individuals seek the best offer on paper but will stay with a company longer if they feel supported by their employer.

Reciprocated value can be difficult to measure when job roles overlap, standards are unclear, or cohesion is lackluster. Overlapping job roles can be confusing in the workplace because an individual might expect to receive recognition for completing a task, but the supervisor does not know who completed that specific task. When job roles are defined and the standard is clear, supervisors can adequately showcase their appreciation. Nazir et al. (2018) found that when companies provide support to their employees, they show innovative behavior which can lead to higher profits. The supervisor is a key factor in the POS equation because they have a direct relationship with the owners and the lower-level employees. It is their job to be a role model, ensure the culture matches the owner's intent, and keep the lower-level employees motivated and retained. Yang et al. (2020) explained that some workers thrive under organizational support by assisting them with achieving their goals, while other types of employees use organizational support to keep them aligned with the company's values. POS has been shown to predict employee's intention of leaving a company, making it a high priority for managers to understand (Arasanmi & Krishna, 2019). It is crucial that employers and managers provide support and opportunity for their staff to stay retained.

Leadership in Perceived Organizational Support

The impact of leadership on POS is tremendous because the leader is a direct representation of the organization and has a monumental impact on turnover (Eisenberger et al., 1986; Quek et al., 2021). Evaluating the literature on leadership was mandatory for this study to fully understand POS and the impact it has on Gen Z in the leisure and hospitality industry. Leaders' actions in the workplace dictate the perception that employees have about the company (Serban et al., 2021). When leaders establish

professional relationships, Yogalakshmi and Suganthi (2018) found that leadership can provide employees with tools for optimizing their future success. These tools are mental frameworks that include believing in oneself (self-efficacy), knowing what good leadership is, providing a resource, and helping establish cohesion in the team (Yogalakshmi & Suganthi, 2018). For leaders that can create cohesion at the team level, motivation will increase and production will rise (Everett, 2021). Tremblay et al. (2019) found that group-level POS establishes more supportive behaviors for the staff to reciprocate and can create a sound culture. Furthermore, when employees at all levels, to include the younger generations, feel that their leader has their best interest in mind, they will be more engaged at work and feel supported (Kolodinsky et al., 2018). Eisenberger et al. (2014) proposed a link between POS and leader-member exchange (LMX), where POS and LMX are positively related. Gaudet and Tremblay (2017) explain that leadership styles that focus on initiating structure cause higher POS levels within their followers. When leaders support their staff and establish a positive relationship, the staff members will feel their organization supports them.

Considerations of Leadership on Generation Z

Assessing leaders for promotion is a difficult task that companies endure. Companies typically promote employees who have been with the company for an extended period because they have shown their potential, loyalty, matched interest, and have learned the core values of the company (Hoff et al., 2020). These leaders tend to be in their later years of employment, meaning they can range from 30 to 50-plus years old. That specific age group (30-50+ years old) covers two different generations that are currently in the workforce (adding Gen Z to the workforce makes three different

generations). When these leaders are tasked with adapting to the newest trends of

workers, they are forced to use different methods to lead. For example, an entrepreneurial

leader might have an innovative mindset to motivate the team, but the Gen Z employee

might be looking for a more directly supportive leader (Weerarathne et al., 2023; Yang et

al., 2019). Within the potential age gap in a workplace, there could be 55-year-old boss

with an 18-year-old employee. The older generation that is still in the workforce (Gen X)

values outcome, results, and people that work well with them while the Gen Z employee

might be more focused on their individual performance (Waworuntu et al., 2022). There

are contradicting suggestions when it comes to leading the Gen Z population because

Waworuntu et al. (2022) suggest fringe benefits or other extrinsic rewards while

Rodriguez et al. (2019) suggests a promotion path and creating autonomy to retain these

individuals. Future research needs further exploration of which best practices can be used

to lead the diverse generation of young workers.

      To optimize retention, the Gen Z population prefers that companies focus on

inclusion and diversity, transparent company values, and leaders who take the time to

explain their positioning (Sherman & Cohn, 2022). A leader's job can be difficult when

their team is not cohesive. Gabrielova and Buchko (2021) explain that Gen Z workers

require a different approach because they typically have poor interpersonal skills, lack

social awareness, and the leader to member relationship must be more transformative

versus transactional. Nabawanuke and Ekmekcioglu (2021) elaborate on the importance

of identifying age groups because the younger workers could be uncomfortable with in-

person interactions, while the older employees prefer it. Leaders will face new challenges

with the Gen Z population because they will have to become knowledgeable on the

technology, empower the younger workers by giving them remote work, and create a culture that allows the Gen Z employee to flourish (Satter, 2019). Rodriguez et al. (2019) recommends leaders should empower Gen Z workers when it comes to technology because it will increase their team cohesion while combating their urge to leave the company. Meaning, this generation entering the workforce does not have patience for outdated technology (Rodriguez et al., 2019). Without flexibility, adaptation, and emotional intelligence, leaders will struggle with creating a positive work environment for the newcoming Gen Z staff, which could diminish employee engagement and retention (Rasool et al., 2021). Gen Z workers entering the workforce will challenge leaders to adapt to Gen Z needs, understand Gen Z perception, and deploy different motivation strategies.

Progressing Maslow's hierarchy of needs, Deci and Ryan's (2000) self-determination theory (SDT) explains the implications of an individual's work motivation. Understanding employee motivation is mandatory to help predict their behavior, performance, job satisfaction, perception of support, and their retention potential (Mahmoud et al., 2020). Leaders must build rapport with their followers to gain insight into what motivates them. Wang et al. (2021) found that leaders who express their goals and interests help align their employees, creating more committed members who have higher levels of motivation. When employees are motivated, they are more likely to stay with a company (Shuck et al., 2021). Of all the leadership styles, some reduce performance and increase intentions of quitting. Authoritarian leadership has a negative impact on work outcomes, makes people feel less embedded in their job, and can hinder their performance (Siddique et al., 2020). In a diverse workplace, leaders must ensure

their leadership style is effective, cohesive with the individual's learning style, and appropriate to match employees' motivational needs. For example, Cho et al. (2018) explain that Gen Z workers prioritize social media more than other generations, making the workplace communication standard different than what people are used to. When leaders have a negative strategy, the perception of support will be diminished and people will seek employment elsewhere (Eisenberger et al., 2014)

Leadership styles that increase POS and JE take the approach of getting to know their employee, finding out what motivates them, and putting them in a role where they can succeed (Dechawatanapaisal, 2018; Kolodinsky et al., 2018). Using transformational leadership as an example, studies have shown that leadership can directly impact an employee's level of motivation, support, and performance (Rachmawati et al., 2021). Balwant et al. (2020) further explain that transformational leadership is best when job resources and information is available to all employees, making them extremely motivated at work. Furthermore, Aydogmud et al. (2019) add that when employees perceive their leader as transformational, they become more motivated and satisfied with their work. Gomes et al. (2022) suggest that a positive leader is responsible, emulates a positive role model for employees and stakeholders, and can engage with all levels of employees. An engaging leader will be able to create cohesion in the workplace, motivate employees, increase their perception of support, and keep employees retained (Nikolova et al., 2019). Leadership and the various styles help define POS and turnover intention.

Perceived Organizational Support in Generation Z

Employees' perceptions of their organizations' support can be drastically different throughout the generations that comprise the team. For example, a Gen Z employee and a

Gen X employee will not want the same benefits package because they have different

needs (Baldonado, 2018). Gen Z needs differ from the other generations because they

sometimes rely on social media engagement over personal interactions, making their

workplace interactions fragile (Pramana et al., 2021). Pramana et al. (2021) further

explain that Gen Z employees have drastically different perceptions of their company and

supervisor depending on things like green initiatives, social media use, and technology

available in the workplace. The basic principles of POS still apply to all generations, the

only change is that the type of support will have to remain flexible depending on the

employee's age (Andini & Parahyanti, 2019). In the leisure and hospitality industry,

employees typically work together. Pichler et al. (2021) found that Gen Z employees

have higher anxiety levels when working in groups compared to the other generations.

This can lead to a negative perception of the company if Gen Z workers are forced to

work in groups. A company reliant on group projects will have to restructure its support

system to ensure that the Gen Z employees stay retained. Additionally, Loring and Wang

(2022) revealed that Gen Z workers might appear as individualistic, but they seek

mentorship and support from their supervisor and company. Gen Z perceptions of their

organization drastically differ from the older generations. There is minimal research on

POS and the Gen Z demographic.

Perceived Organizational Support in the Leisure and Hospitality Industry

Akgunduz and Sanli (2017) found POS and JE to be positively related in hotel

employees, based in Turkey. In their study, they mention that future research should

continue to explore participants within this work domain to better understand employee

perceptions. Furthermore, their study greatly supported that POS can be increased by

information sharing, which increases JE, ultimately decreasing turnover intention (Akgunduz & Sanli, 2017). Managers can assume that creating sound POS and JE policies will predict an employee's intention of leaving their company. When POS and JE levels are high, managers can expect lower levels of turnover. Ebrahimi & Fathi (2022) examined hospital nurses and found that POS led them to being more embedded in their roles, which ultimately kept them retained. Ponting and Dillette (2020) explained that luxury hotel staff in Mexico feel that their organizations support them when there is a mutual level of respect from managers or a family-type bond; too many rules decreased authentic relationships. Indian hospital staff prefer a leader that goes out of their way to assist them; it makes them feel that their organization truly values their contribution (Omanwar & Agrawal, 2020). Goh and Lee's (2018) study further explains that there is a lack of research covering Gen Z's perceptions of working in the hospitality industry. The purpose of this paragraph is to showcase the wide range of global research on POS in the leisure and hospitality industry. It is evident that there is a lack of research on the predicted impact of POS and JE on retention, especially in the American leisure and hospitality industry.

Job Embeddedness

According to Sessa and Bowling (2020), job embeddedness (JE) is a myriad of forces that influences an employee's decision to stay with their company. Furthermore, JE is a workplace attitude that covers a person's fit, link, and sacrifices made in their role at work. Fit covers individuals' cohesion with their workplace and their community (Sessa & Bowling, 2020). Link for JE involves individuals' relationships built in their work setting and their at-home life (Smith et al., 2021). This understudied phenomenon is

divided into two categories that best assess intentions of quitting: on-the-job (OTJ) and off-the-job (OFJ) (Sessa & Bowling, 2020). OTJ embeddedness covers the target's relationships built with other staff members, how they integrate with the team (cohesion), and what they would do if they were to quit their job. OTJ embeddedness leads to higher levels of retention because an employee's link to the job is strong, making them emotionally attached and less likely to leave (Burrows et al., 2022). Sessa and Bowling (2020) explain that links associated with OTJ embeddedness are autonomy, fulfilling work, clear standards, and challenging tasks that keep workers engaged. JE should be further examined and taught to business leaders so they can understand the importance of job fit to optimize their employees' job performance and satisfaction.

OFJ embeddedness addresses work-life balance, community involvement and support, and the social support system created outside of work. Using the same three pillars, organizations can assess an employee's retention potential through their fit, links, and sacrifice outside of work (Sessa & Bowling, 2020). When people mesh well with their community, they are involved with things outside of work, have family in the geographical area, and have larger friend groups outside of work. They will have higher retention potential because they will not want to lose those connections (Thakur & Bhatnagar, 2017). Business leaders must be educated on JE to help retain employees, create a better workplace for them, and give them the tools they need to be successful outside of work. Smith et al. (2021) explained the importance of identifying employees who have higher levels of JE because of their potential job performance, alignment, commitment to the organization, and pride in their work. When people enjoy their time at work and have meaningful tasks, their workplace well-being is infectious and can lower

people's intentions of quitting (Khairunisa & Muafi, 2022). JE is a workplace

characteristic that can be used to assess individuals' likelihood of leaving the company

outside of what POS measures.

Job Embeddedness and Perceived Organizational Support

Eisenberger et al.'s (1986) findings on employee perception showed that

employees are more engaged with their work when they feel their company values their

efforts. There are limited studies that focus on the relationship between POS and JE. Both

workplace constructs evaluate two main players in the workplace, the perception of the

organization and the employee (Eisenberger et al., 1986; Nazir et al., 2018). These

constructs directly relate to an employee's intentions of quitting and should be examined

together to further develop retention strategies. Akgunduz and Sanli (2017) found that

POS is positively related to JE in hotel staff members. In support, Ebrahimi and Fathi

(2022) found that JE is a positive moderating variable to POS and job crafting. When

people are embedded in their job, POS can help optimize their performance by providing

them with an opportunity to display their true potential. Meaning, a company that

supports its employees will assess their knowledge, skills, and abilities (job crafting) to

properly fit them within the organization (Ebrahimi & Fathi, 2022). Separately, these two

variables have been shown to predict intentions of quitting. There are no current studies

that address which of the two variables is the stronger predictor in the leisure and

hospitality industry.

Work Motivation from Job Embeddedness

Employee motivations shift throughout the duration of their employment.

Consistent examination is mandatory to ensure that employees stay embedded in their

roles. JE is an important variable to examine for motivation because it covers both the job and home traits of a target employee. These traits endure shifts in motivation for various reasons. Further dissecting levels of motivation will help researchers and managers predict intentions of quitting (Lyu & Zhu, 2019). Motivational theories separate employees into two categories: intrinsic and extrinsic. Individual workers hold different motivations; understanding their level of JE can help managers identify motivational needs (Lyu & Zhu, 2019). When organizational JE is high, managers will be motivated and take more responsibility for their worker's performance (Mashi et al., 2022). The culture of the workplace is extremely important. When people have defined roles and empowerment, they will remain motivated at work (Deci & Ryan, 2000). Work motivation will consistently shift as new variables are introduced to the workforce. These shifts can impact an individual's level of motivation, altering their overall level of JE and potentially causing them to leave a company.

Job Embeddedness in Generation Z

Agrawal et al. (2022) found that Gen Z workers were less likely to leave a company if they had a positive link to their organization. The leisure and hospitality industry may have difficulty retaining Gen Z employees because they would rather work in the tech industry (Rodriguez et al., 2021). Meaning, it would be more difficult for a Gen Z worker to become embedded in their role at work if they prefer a completely different job. To ensure that employees stay embedded in their roles, incentives packages should be flexible so employees could benefit from alternate packages depending on what age group they belong to (Deepika & Chitranshi, 2021). To assist with enhancing employee relationships in the workplace, Akkermans et al. (2019) recommend that

companies should focus on their human resources initiatives. Hassan et al. (2022) explain that different age groups in the workplace can be influenced through various rewards and incentives, which ultimately increased their levels of job embeddedness while other studies suggest that Gen Z employees just want meaningful work (Popaitoon, 2022). Younger workers' link to their company was strengthened when they received an increase in pay (Hassan et al., 2021). Understanding the difference in employee age groups will assist companies in creating initiatives that keep people embedded in their roles.

It is extremely important for companies to identify employees' motivational needs so they can properly align them to a role, increase their JE, reduce the chance of them feeling discriminated against at work, and give them purpose (White et al., 2022). To ensure that people feel comfortable at work, social dynamics should be considered. Aziz et al. (2021) explain that the work environment can be enhanced through clear expectations, sound leadership, and using a communication style that everyone supports. When the work environment promotes productivity, people will automatically become more embedded in their roles and trust that everyone is pulling their own weight (Smith et al., 2021). JE is an important variable to study within the Gen Z population because they truly care about their community and the environment (Pramana et al., 2021). If the workplace promotes good habits that benefit the surrounding community, current global issues, and social trends, the Gen Z demographic will become more embedded in their job (Agrawal et al., 2022). There is a need for future research in this age group on JE to further what is known on the fit, links, and sacrifices that employees create in their lives.

Mahmoud et al. (2020) explain that people born in different generations will have alternate means of motivation. People who were born alongside the technological revolution may have extremely different motivators than a person who was born in an earlier generation. For example, Mahmoud et al. (2020) found that millennials are motivated by recognition and praise while Baldonado (2018) found that Gen Z employees are demotivated by recognition. Baldonado (2018) stated that Gen Z workers are highly motivated with promotion path opportunities. Additionally, Graczyk-Kucharska (2019) explains that Gen Z employees might have increased motivation when assigned tasks that involve technology use. This age group prefers delicate leadership and motivation styles because they seek promotion paths but will also require social guidance, support in mental health, eco-friendly initiatives and finding work that they thrive in (Gabrielova & Buchko, 2021; Pramana et al., 2021). Holly (2019) further explored Gen Z in the workplace, stating that they are fearful, are prone to blaming others for their mistakes, and are also motivated by other employee's achievements. There is a broad range of things that motivate the Gen Z population. It will take specific leadership and cultural actions to optimize their success in the work environment (Goh & Lee, 2018).

A population that can be motivated through the technology and empowerment of the company adds a new method of creating team cohesion (Graczyk-Kucharska, 2019). With technology comes the new social media networks that have taken over the marketing industry. This impacts Gen Z's motivation and levels of embeddedness in the workplace because they are starting to feel pressure from companies. Companies are targeting young adults using highly visual advertisements via social media to attract and sell their products to the Gen Z population (Jacobsen & Barnes, 2020). Never has a

demographic been targeted in this manner, making their social media engagement extremely difficult to understand. A generation of workers that specifically uses social media as their primary means of communication also finds strain in their usage, making each individual Gen Z employee unique in where their motivational level exists. Meaning, a Gen Z employee that is finding pressure in their social media usage, can have diminished self-determination (Herriman et al., 2023). Deci and Ryan (2000) explain that self-determination is a root function of an employee's motivation, where motivation impacts level of JE and turnover intention. Herriman et al. (2023) expanded on their findings and suggest that social media networks can negatively impact an employee's relatedness within the workplace because they care more about their online appearance. When an employee has lower levels of determination, it will deteriorate their level of embeddedness leading to turnover.

As previously established, motivational needs differ throughout generations. Mahesh et al. (2021) showcase the difference in the generations by stating that Gen Z workers value success opposite of the older generations, and they also value careers less than the older generations. Technology being the catalyst to organizational change, future research is mandatory to explore the new phenomenon entering the contemporary work domain. Gen Z adds the most difficult adaptation to the workforce because they are knowledgeable on tech and thrive in flexible work environments, yet they still want supportive leaders (Waworuntu et al., 2022). Additionally, a workplace adopting new technology should consider how it makes their employees feel because Kortsch et al. (2022) found that digitalization made employees more motivated, happier, and assisted in

achieving self-actualization. The Gen Z population will greatly benefit from a study that

evaluates the strength of JE and POS as predictors of retention.

Job Embeddedness in the Leisure and Hospitality Industry

Job embeddedness in the hospitality industry is an understudied phenomenon that

lost traction during the Covid pandemic (Arici et al., 2023). Arici et al. (2023) explain

that future research is required in this industry, specific to JE, because it is viewed as a

predictor to retention, but it has yet to be explored alongside organizational support and

other antecedent theories. King et al., (2021) calls for future research to assist the

hospitality industry with talent management and retention strategies. King et al. (2021)

suggest that this industry has difficulty retaining all levels of employees because growth

(promotion) is difficult, there are more stable work opportunities in other industries, and

the overall career choice of the service industry is less attractive than others.

Additionally, Shibiti (2019) revealed that retention factors such as career development

and training led public school teachers to establish a stronger link to their job, making

them want to stay. Mashi et al. (2022) found that support from other workers, trust,

promotion path, and organizational rewards predicted JE in Nigerian hotel workers. In

support, Ampofo & Karatepe (2021) identified on-the-job embeddedness in Ghanaian

hotel employees decreased intentions of quitting. There is a lack of research on whether

JE or POS better predicts turnover in the American leisure and hospitality industry.

Retention

Retention in this study refers to the company's ability to keep employees retained

over time (Mobley et al., 1979). Retention is a well-explored phenomenon in

contemporary organizational psychology because it factors in retention rates (number of

people that have left a company over a specific period), employees' intentions of quitting,

and strategies to help combat turnover (Hopson et al., 2018; Mobley et al., 1979). The

leisure and hospitality industry has great difficulty retaining people, especially the

younger generation because they are keen on job hopping and finding work in other

industries (Bryngelson & Cole, 2021). Employment in other industries is becoming more

attractive to job seekers because technology is taking over, working from home is

increasing in popularity, and people are becoming more comfortable with digital

communication (Arici et al., 2023; King et al., 2021; Satter, 2019). Predictors of retention

will lead managers and business owners to create sound policies that establish a positive

culture.

Retention and Perceived Organizational Support

Turnover has been a focal point for organizational psychology in recent years

because industries are becoming more competitive while the workplace becomes more

diverse. POS is a valuable tool that can be used to assess the company's value proposition

through the eyes of the employee (Eisenberger et al., 2014). Organizational support is

mandatory in the contemporary workforce because people thrive off affirmation, equality,

and fair compensation (Nazir et al., 2018). When these facets are not fulfilled, Lyu and

Zhu (2019) found that staff members will become burnt out, motivation will decrease,

and the workplace will remain unproductive. Companies that enforce POS practices

(leadership development, fair compensation, flexible schedules, etc.) have higher levels

of employee alignment, increased retention, shared vision, and optimized performance

(Yogalakshmi & Suganthi, 2018). Retention issues must be continuously researched due

to the vast variety of job attitudes, economic shifts, and relationships created in the

workplace. For example, Griep and Bankins (2022) found that changes in the relationship between employees and the company shift over time, which changes the employee's level of POS. When companies adopt new technology, they will endure a shift in normality. POS can assist companies with embracing change. When the employees feel that they are supported, adapting to a new work environment such as a remote workplace can be easily achieved through POS to accommodate worker's needs (Eddleston & Mulki, 2017). Employees with higher levels of POS will trust that the change is good, resulting in efficient adaptation to the new change.

A contributing factor to POS and retention is employee motivation. In the workplace, work motivation can aid in predicting employee behaviors, perception of support, obtaining goals, increasing profits, and measuring turnover intention (Kolodinsky et al., 2018). Employees' level of workplace motivation directly impacts their performance, perception of the leader, turnover intention, and perception of their organization (Lyu & Zhu, 2019). Gagne et al. (2015) explain that workplace motivation stems from Deci and Ryan's (2000) self-determination theory, stating that individuals increase motivation through autonomy, relatedness, and competence. There are various factors involved in individual motivation: compensation, job security, goals, relationships, etc. Caesens et al. (2020) found that POS levels shift over time, much like employee motivation. Employees' perception of the support they receive can be crucial over time; consistent POS practices can create longevity among the staff members (Gigliotti et al., 2019). In diverse, volatile markets, POS levels can change drastically. Things that can change the perception of support are new policies, technology, turnover, leadership, and expansion (Rhoades & Eisenberger, 2002). The younger generation

prefers different strategies, communication media, and approaches compared to other

generations (Thalgaspitiya, 2021). POS leads to higher levels of motivation by instilling

trust, adapting to the diverse needs of the employee, and making people feel comfortable

in their roles (Cancela et al., 2022). Literature on workplace motivation was analyzed to

fully understand the myriad of variables that comprise POS and retention.

Retention and Job Embeddedness

JE greatly predicts an individual's intention of leaving a company (turnover

intention) by examining their engagement at work, at home, and through their

relationships in the workplace (Dechawatanapaisal, 2018). Evaluating employees' fit and

their links within the company gives supervisors indicators of the target's likelihood of

staying with the company. The fit component of JE encompasses the fit to the job, the fit

within the social aspect of the team, and the fit to the organization (shared goals,

company alignment, etc.) (Sessa & Bowling, 2020). When relationships are stronger, the

sacrifice becomes larger, making people want to stay in their current job (Fasbender et

al., 2019). Furthermore, Thakur and Bhatnagar (2017) found that JE reduces turnover

intentions by allowing people to feel more connected to their job and community.

Additionally, Aman-Ullah et al. (2021) found that workers who were embedded into their

roles at work typically stayed with the company longer and were more productive. JE has

increased in popularity because it covers a large range of employee links within their job

such as relationships, fulfillment, and motivators.

Industries that have retention problems also have employee motivation problems,

where JE can help predict retention outcomes. Deci and Ryan (2000) pave the way for

workplace motivation, where they explained that employees remain motivated and

retained when their autonomy, relatedness, and competence levels are high. Autonomy is required to increase motivation because workers do not want their supervisor to manage every part of their job. Relatedness shows the employee that people in the workplace are like-minded individuals who share a common goal. Competence explains that employees are motivated when they understand the entirety of their job and company standards. The current workplace requires a multitude of theories to examine employee motivations, JE, and retention. For example, Lyu and Zhu (2019) found that workers with higher levels of intrinsic motivation are more prone to workplace ostracism, leading to a higher likelihood of quitting. Meaning, people that feel ostracized will reciprocate those feelings and quit their job. Chahar et al. (2021) proposed that developmental programs in the workplace increase motivation for everyone involved, ensure that people feel their company is supporting them, and reduce the potential for turnover. These problems stem from Deci and Ryan's (2000) employee motivation standards. When these standards are not fulfilled, people will leave their job and find a new company to work for. Future research is required to help understand the new age group that is entering the workforce.

Biblical Foundations of the Study

Throughout the Bible, the Lord's character is explained through stories and interactions with other people. Key traits that God hosts include his ability to provide for others, optimize individuals' potential, allow people to exercise their strengths, and create team cohesion without expecting anything in return. Proverbs 27:17 "As iron sharpens iron, so one person sharpens another" (*New International Bible,* 1973/2011). It seems that as time progresses, people are starting to drift further away from this character trait. The biblical perspective used is the urge to help others without expecting anything in return

and helping people achieve their true potential. Additionally, the biblical framework aims to showcase the importance of working together to achieve a common goal. Teamwork comes in many shapes and sizes. The collective efforts of a group go beyond the normal function of the workplace; people should avoid reverting to the comfort of solitude at the day's end. In the modern workforce, individuals of all walks of life come together to earn their living. In most jobs, people are required to work and communicate with each other. If people spend most of their lives in the workforce, they should use that time to grow individually, find their true passions, and create lifelong friendships.

God's character displays the true meaning of helping others, maximizing potential through teamwork, and using talents to benefit others. In Peter 4:10 it says, "Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms" (*New International Bible,* 1973/2011). To avoid biases, the basic understanding of this passage shows the reader that God provided people with certain talents, hoping that they would use it to help others and possibly teach them what they know. In the modern workforce, there are people who host differences in intellectual levels, emotional intelligence, and cognitive abilities. Some people pick things up faster than others. This passage explains that people should use their natural (God-given) talents to help the people around them, strengthening the lowest common denominator. In a team environment, they are only as strong as their weakest contributor. Through this process, a team that seeks to strengthen their weakest player will create a higher level of cohesion, better serve God, and increase the level of production. Research should emulate this framework to provide society with empirical data on how to better themselves and the team, plus showcase the importance of relationships throughout the work environment.

Summary

The modern-day workplace endures consistent change where leaders are tasked with adapting to unpredictable shifts. When there are changes that alter the workplace (age groups, technology, new leadership, diverse employees, remote work, etc.), individual perceptions of support, motivation, and levels of JE are impacted. For example, a company that is forced to adopt the remote workplace must consider the impact it has on employees. Shifting to a remote work environment will change how someone views their job, roles, and work-life balance (Eddleston & Mulki, 2017). If the company focused on providing organizational support to their employees, workers may be more flexible and receptive to these changes, ultimately staying retained (Ebrahimi & Fathi, 2022). Similarly, the Gen Z population will require companies, leaders, and team members to be flexible when adding them to the workforce (Schroth, 2019; Sherman & Cohn, 2022). This industry will require consistent attention because of the variety of variables that enter the contemporary workforce. The predicting effect of POS and JE on retention is understudied and requires further research to help maintain motivated employees, equip leaders with diverse strategies, keep people embedded in their jobs, and lower turnover rates.

CHAPTER 3: RESEARCH METHOD

By examining perceptions of minimally experienced workers, data collected on young adults in the leisure and hospitality industry can potentially contribute to the overall understanding of POS and JE. Jolly and Self (2020) explained that future studies should focus on lower-level employees to best understand their intentions of quitting. This quantitative study examined the relationship between POS and JE through a correlational design, fulfilling the call for future research (Huning et al., 2019). Furthermore, leadership and motivation literature was assessed to further define the variables of POS and JE. Arici et al. (2023) call for future research to explore the predictive impact of JE and other antecedent organizational psychology variables while King et al. (2021) reiterates the potential benefit of studying the younger workers inside a company. With permission, a survey containing valid measurements was disseminated to participants who met the specific criteria. This chapter will discuss the recruiting, participants, procedure, measurements used, and the delimitations that this study hosts.

Research Questions and Hypotheses

Research Questions

RQ1: Does perceived organizational support predict turnover intention in Gen Z personnel working in the leisure and hospitality industry?

RQ 2: Does job embeddedness predict turnover intention in Gen Z personnel working in the leisure and hospitality industry?

RQ 3: Between perceived organizational support and job embeddedness, which is the stronger predictor of turnover intention in Gen Z personnel working in the leisure and hospitality industry?

Hypotheses

H_O 1: Perceived organizational support does not predict turnover intention.

H_a 1: Perceived organizational support predicts turnover intention.

H_O 2: Job embeddedness does not predict turnover intention.

H_a 2: Job embeddedness predicts turnover intention.

H_O 3: Perceived organizational support is not the stronger predictor of turnover intention.

H_a 3: Perceived organizational support is the stronger predictor of turnover intention.

Research Design

This research study used a quantitative multiple regression research method to examine how POS and JE predict retention in young adults working in the leisure and hospitality industry. There are two independent (predictor) variables: POS and JE. The dependent variable for this study is turnover intention. The quantitative method is required because the data will be collected through surveys. Each variable has a validated, predetermined questionnaire that was used to collect the data. Quantitative research best fits this study because it can be used to obtain a larger sample size within a specific population and provide empirical data on an understudied predictive outcome of POS and JE influence on retention.

Participants

Participant selection criteria consisted of a specified age range, geographic location, and job type. Participants for this study were between the ages of 18 and 25 to fulfill the call for further research on young adults in the workforce (King et al., 2021).

The location was solely based in the United States. Candidates are derived from the leisure and hospitality industry. Participants must have been currently employed by a company in the leisure and hospitality industry and have held their job for a minimum of 6 months. Leisure and hospitality jobs are service-related roles such as bartenders, hotel staff, help desk operators, amusement park workers, movie theater employees, and customer service representatives in the United States. Furthermore, participants in the study could not have been in a leadership role, to align with Jolly and Self's (2020) recommendation for future research. King et al. (2021) suggests that employees should communicate via their preferred communication medium, hence the reasoning for using social media to disseminate the survey to Gen Z workers.

Participants were obtained through social media channels. Specific social media groups have been identified to post the study; permission has been requested and approved to post (see Appendix D). The survey was posted in the International Hospitality Institute (183,000 members) on LinkedIn, the Instructors Exclusive (823 members) group on Facebook, and the Research Updates (Master / PhD / PostDoc / Job) group on Facebook (19,500 members). Permission was granted to post on these pages (see Appendix A). The post explained the parameters of the study, the need for the research, and the criteria required (see Appendix F). Data collection relied on the snowball sampling method to have people disseminate the study at their leisure and hospitality jobs. According to Emerson (2015), snowball sampling is when the researcher empowers their candidates to pass the study along to other people that fit the selection criteria. Participants had no direct benefit from conducting the survey (there was no incentive or offering) other than the potential expansion of knowledge on retention within

this specific industry. An a priori analysis revealed that a sample size of 68 participants

was sufficient for this study.

Figure 1

A Priori
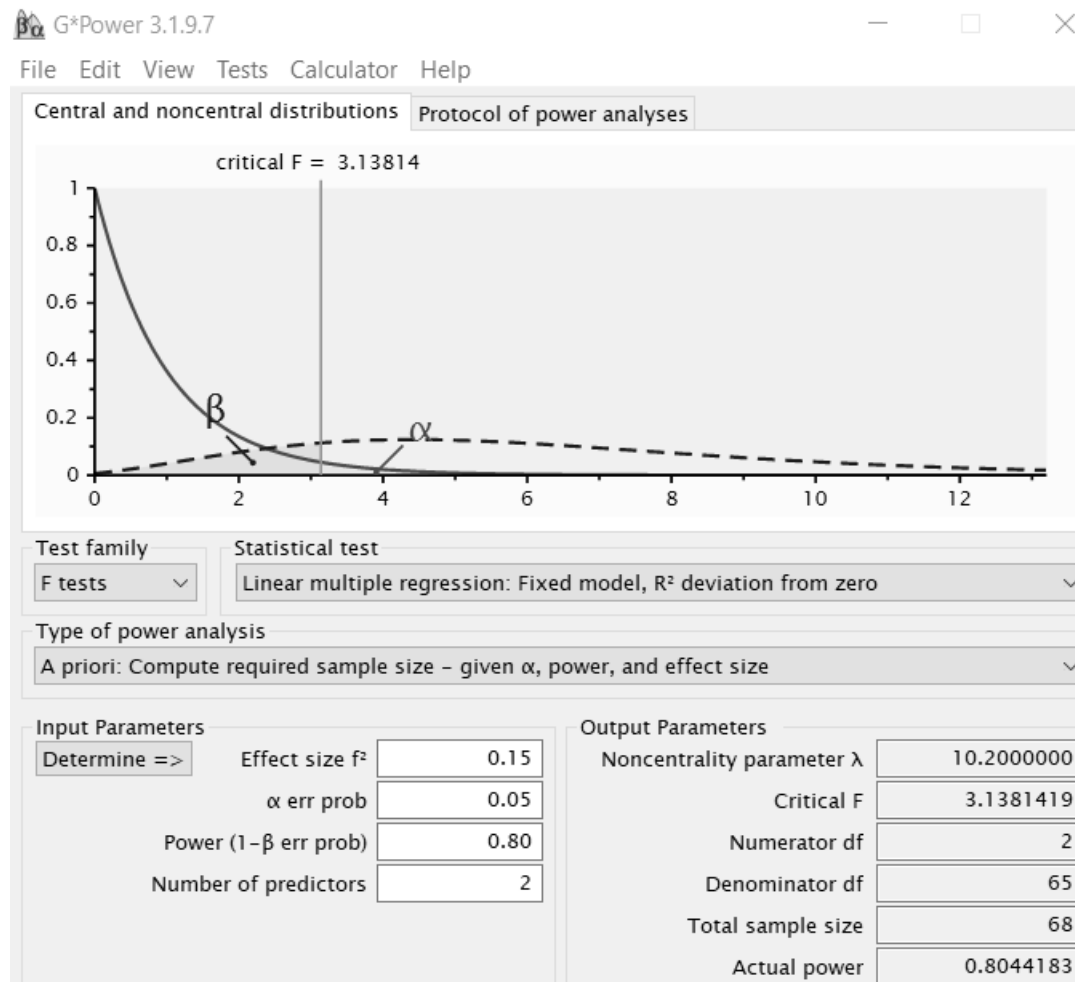
Study Procedures

The call for participants was posted on the previously identified social media

groups with the attached survey link using Qualtrics. There was a link on the social media

group posts that went directly to the form. When candidates fit the selection criteria, they

provided informed consent and answered questions about their age, occupation, and their

time working for their company using only yes or no answers to protect their identities.

Names were left out to ensure that the data remained anonymous. Information was stored

on the researcher's computer with two-step password protection (password on the

computer and password protecting the files where the information is collected). The form

also contained the respective validated measurements per variable (discussed in the next

section). Once the form was complete, the researcher scored the questionnaires and input

the data into the Statistics Package for Social Sciences (SPSS) software for analysis. The

survey was no longer accessible after 68 participants completed the questionnaire, using

the quota function in Qualtrics.

Instrumentation and Measurement

Perceived Organizational Support

Perceived organizational support was measured using the Survey of Perceived

Organizational Support (SPOS) shortened version created by Hochwarter et al. (2003).

The SPOS is an 8-item questionnaire that measures the individual's perception of the

organization's concern, value, and support. SPOS is a shortened version of Eisenberger et

al.'s (1986) 36-item battery. The researcher decided to utilize the shortened version to

streamline the process. Individuals in the age group of 18-25 could be keener to

participate when the questionnaire is shorter. Higher scores on the SPOS scale indicate

the individual's level of perceived support (higher scores = higher level of POS). The

SPOS is a Likert scale that ranges from strongly disagree (1) to strongly agree (7) with an

internal consistency reliability of alpha = .92 (Hochwarter et al., 2003).

Job Embeddedness

Job embeddedness was measured using Crossley et al.'s (2007) global measure of

job embeddedness scale. This is a 7-item survey, using a 5-point Likert scale with

answers ranging from strongly disagree (1) to strongly agree (5). Questions measure the

individual's level of job embeddedness by asking about feelings of attachment to the

organization, how they would feel leaving, and how committed they are to their

organization. The alpha level of internal consistency is .89 for the scale.

Turnover Intention

Retention was scored using Cohen's (1999) turnover intention scale. The scale

was based on Mobley et al.*'s* (1979) retention scale. This is a 3-item survey, using a 5-

point Likert scale ranging from strongly agree (1) to strongly disagree (5) where higher

scores indicate lower turnover intentions. For the three items asking about an individual's

job, the internal consistency is .89.

Operationalization of Variables

Turnover Intention – this is an interval variable and was measured by the total score on

Cohen's (1999) turnover intention scale. Turnover intention is the dependent variable for

this study because this study aimed to find the impact that POS and JE have on the score.

Perceived Organizational Support – this is an interval variable and was measured by

the total score Survey of Perceived Organizational Support (SPOS) shortened version,

created by Hochwarter et al. (2003).

Job Embeddedness – this is an interval variable and was measured by the total score on

Crossley et al.*'s* (2007) global measure of job embeddedness scale.

Data Analysis

Once the participants finished and submitted their questionnaire on Qualtrics, the

researcher input the data into SPSS. Descriptive statistics were calculated to obtain

measures of central tendencies on the demographic information collected. This study

required a multiple regression analysis to test predictor variables on retention. The

multiple regression analysis was selected to assess which variable best predicts retention

between POS and JE. Furthermore, the multiple regression analysis explained the amount

of variance that POS and JE have on retention. The data was analyzed for outliers,

normality, and homogeneity.

Delimitations, Assumptions, and Limitations

Delimitations for this study were the selection criteria of 18–25-year-old

participants working specifically in the leisure and hospitality industry within America.

This study aimed to explore the relationship between POS and JE in this specific industry

because it had the highest turnover rate in 2022 (Zhang et al., 2019). Participants outside

of this industry were not considered for the study. The specific age group was set as a

delimitation to potentially uncover new findings for organizational research, provide

guidance for business owners who operate in this industry, and possibly align the younger

generation of workers to seek fulfilling jobs. Aligned with previous research, this study

assumed that there is a positive relationship between POS and JE (Huning et al., 2019).

To further the understanding of this relationship, the researcher assumed that this target

audience (young adults aged 18-25) will answer their questionnaires accurately. Also,

this study was positioned to assume that supervisors will not influence the participant's

answers. Limitations of the study consisted of the design, industry parameters, and the

company confounding variables. A quantitative design provides great empirical data on

the variables but lacks the ability to further explore the individual's experience with the

variables. For example, a qualitative or mixed methods design allows for researchers to

explore lived experiences with the phenomenon. The quantitative design relies on what

participants listed on their questionnaires. There are several influences that might alter one's answers such as the industry's parameters, individual motivations, relationship to the supervisor, or their experience within their role. Industry parameters could be the range of companies that are listed as *Leisure and Hospitality*; people working as a help desk operator might answer differently than a restaurant server. This specific study did not consider the promotion opportunities, other psychological safety measures, or the offerings that were given to the employees when they were hired (incentives). A young adult who just received a promotion might answer the questionnaire differently than before they received the promotion.

Summary

Participants were sourced from the American leisure and hospitality industry and were in the age range of 18-25 years old. Focusing on the younger workers entering the market can potentially contribute greatly to the field of organizational psychology and give direction to future research. Social media platforms were the primary form of advertisement to obtain the required sample size of 68 participants. A combination of convenience and snowball sampling was used to adequately distribute the study parameters to gain participants. If a candidate met the selection criteria, they hopefully filled out the survey. Once the candidate filled out the questionnaire, the researcher input that data into SPSS to analyze descriptive statistics, regression analyses, outliers, normality, and homogeneity. Delimitations were set to focus specifically on the younger workers in the American leisure and hospitality industry. This study assumed that people would fill out the questionnaire accurately without any outside influence. Limitations include confounding organizational variables such as unknown promotion paths,

relationships within the workplace, previous work experience, and the incentives that

people were offered upon receiving the job.

CHAPTER 4: RESULTS

Overview

The purpose of this quantitative correlational study was to examine the weight of prediction that Perceived Organizational Support and Job Embeddedness have on employee turnover intention. This study focused on employees who are 18 to 25 years old working within the leisure and hospitality industry in America. This study aimed to identify the level of prediction that POS and JE have on young adults' intentions of quitting, specific to the leisure and hospitality industry. Data was collected using a Qualtrics survey that was disseminated through approved social media groups. The questionnaire was comprised of preexisting psychological measurements that measure an individual's level of POS, JE, and turnover intention. This chapter discusses the descriptive results, assumptions, normality, and findings.

Descriptive Results

The demographic variables for this study were not collected to protect the identity of the participants. To ensure that data was collected on the specific population of American-based Gen Z leisure and hospitality workers, the Qualtrics survey was structured so that people could not proceed unless they fit the criteria. All participants were asked if they were between the ages of 18 to 25, had worked in a leisure and hospitality role in America for at least 6 months, and were not supervisors for that duration. For the questionnaire, the mean for turnover intention was 10.75 with a standard deviation of 3.41, the mean for job embeddedness was 24.15 with a standard deviation of 5.89, and the mean for perceived organizational support was 38.25 with a standard deviation of 6.78 (see Table 1).

Table 1

Descriptive Statistics

Scale	Mean	Standard Deviation	N
Turnover Intention	10.75	3.41	68
POS	38.25	6.78	68
JE	24.14	5.89	68

Study Findings

To analyze the hypotheses, the researcher conducted a multiple linear regression analysis at 95% confidence interval. The analysis showed a good model fit: $F(2, 65) = 16.39$, $P < .001$, Adj $R^2 = 0.31$ and $R^2 = .33$ (see Table 2). The analysis shows that perceived organizational support had a significant effect on turnover intention ($\beta = 0.43$, $t = 3.25$, $P < .05$). Research question one is answered; POS does predict turnover intention in Gen Z employees working in the American leisure and hospitality industry. Thus, the null hypothesis was rejected. The analysis shows that job embeddedness did not have a significant effect on turnover intention ($\beta = 0.19$, $t = 1.46$, $P = .15$) (see Table 3). Research question two was answered and the null hypothesis failed to be rejected; JE does not predict turnover intention in Gen Z employees working in the American leisure and hospitality industry. Research question three is answered; POS is the only predictor for turnover intention in this study, making it the stronger predictor. Null hypothesis three was rejected.

Table 2

Model Summary

Model	R	R^2	Adjusted R^2	Sig. F Change
1	.579[a]	.335	.315	<.001

Table 3

ANOVA

Scale	Sum of Squares	df	Mean Square	F	Sig.
Regression	261.8	2	130.9	16.39	<.001
Residual	518.95	65	7.98		
Total	780.75	67	5.89		

a. Dependent Variable: Turnover Intention

b. Predictors: (POS, JE)

Table 4

Coefficients

Model	Standardized Coefficients Beta	t	Sig.
Constant		-.158	.875
POS	.433	3.251	.002
JE	.195	1.463	.148

Assumptions

Alongside the multiple linear regression analysis, the data set was assessed for normal distribution, outliers, and multicollinearity. First, the data set was assessed for normal distribution using a probability-probability plot and the quantile-quantile plot. The normal probability plot indicates that the data set is normally distributed (see Figure 2). Furthermore, the normality of the data set was assessed through the quantile-quantile plot (see Figure 3), checking the distribution between the actual value and the predicted value of the model (Laerd Statistics, 2015).

Figure 2

Normal P-P Plot of Regression Standardized Residual
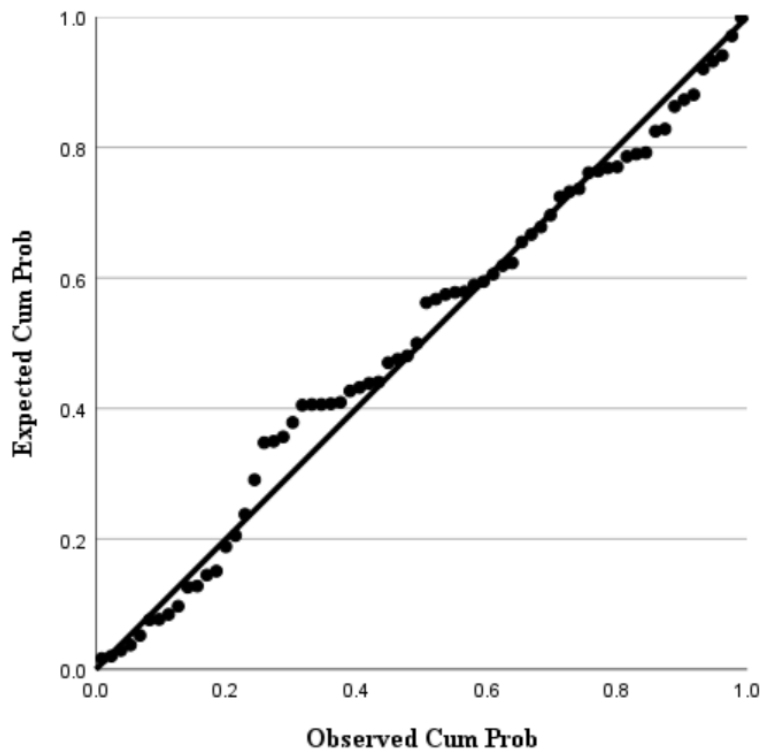
Figure 3

Normal Q-Q Plot of Normality for Turnover Intention

Normal Q-Q Plot of Turnover Intention
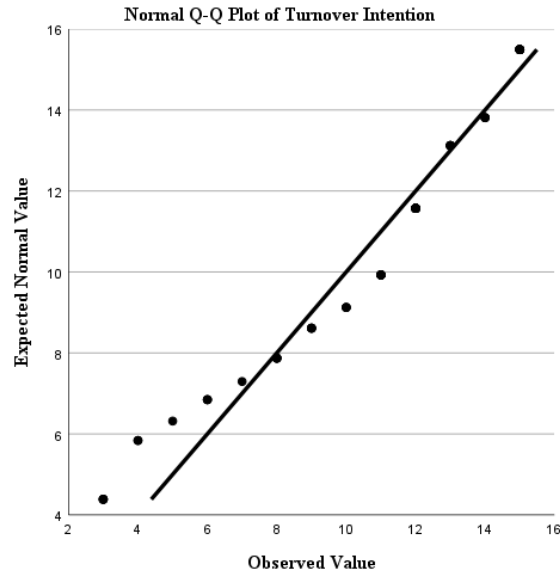
The data set was then assessed for linearity and outliers. Visual examination was conducted on the scatter plot; the data appeared to be evenly distributed but there was one data point that required further analysis (see Figure 4).

Figure 4

Scatterplot
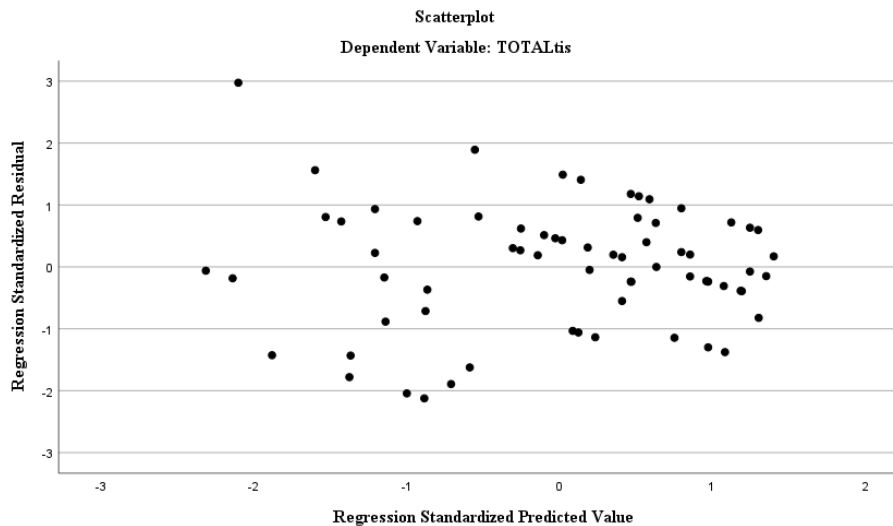
While inspecting the studentized deleted residuals, ID number 22 had a standard deviation over the threshold of plus or minus three (Laerd Statistics, 2015). To further

investigate this potential outlier, the data was assessed for any leveraging or influence of

the set (Laerd Statistics, 2015). ID number 22 was within the safe limit of less than 0.2

for leverage value (Huber, 1981), and the Cook's distance value was within an acceptable

limit under 1 (Cook & Weisberg, 1982). All data points fell within the acceptable limits

of the leverage value and Cook's distance. In such a volatile market and unpredictable

age group, it was decided to keep data point number 22 in the analysis because it was not

influential to the overall data set (Arici et al., 2023; Bryngelson & Cole, 2021; Goh &

Lee, 2018; King et al., 2021).

A Shapiro-Wilk test revealed that the data was normally distributed with a P value

of .357. Normality is also shown in the residuals of turnover intention (see Figure 5. The

value inflation factor shows no evidence of multicollinearity in the dataset (see Table 5).

All VIF values were under 5, indicating the variables are not overarching. Furthermore,

the R^2 value of .33 can be interpreted as this model explains 33% of the variance in the

dependent variable and is significantly significant (<.001).

Table 5

Collinearity Statistics (N = 68)

	Tolerance	VIF
POS	.576	1.735
JE	.576	1.735

Figure 5

Turnover Intention Scale Histogram
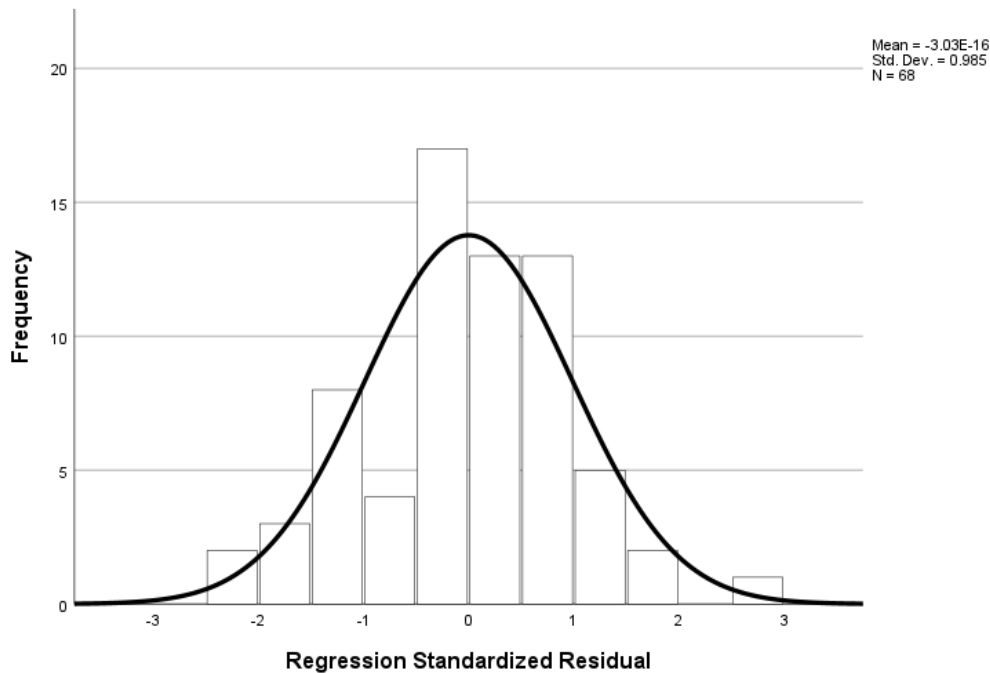
Summary

Generation Z employees working within the American leisure and hospitality industry were examined to assess whether POS or JE was the stronger predictor of retention. Data was collected on the Gen Z population through approved Facebook and Linkedin groups. The post within the groups contained a link to the survey where participants confirmed their age bracket, that they had held a service-related job for at least 6 months, and that they were not a supervisor. Data was input into SPSS where the researcher employed a multiple linear regression analysis. The results showed that POS was the only predictor for turnover intention within this population ($\beta = 0.43$, $t = 3.25$, $P < .05$) and the model was a good fit ($F(2, 65) = 16.39$, $P < .001$, Adj $R^2 = 0.31$ and $R^2 = .33$). The next section will discuss the implications of the data, the limitations presented, and the recommendations for future research.

CHAPTER 5: DISCUSSION

Overview

The purpose of this quantitative correlational study was to examine the weight of prediction that Perceived Organizational Support and Job Embeddedness have on employee turnover intention. This study focused on employees who are 18 to 25 years old working within the leisure and hospitality industry in America. Generation Z employees were the focus because they are understudied and entering the workforce in colossal amounts (Holly, 2019). This study aimed to identify the level of prediction that POS and JE have on young adults' turnover intention, specific to the leisure and hospitality industry. Furthermore, a primary function of this study was to provide organizational psychology with a direction for future research to further understand retention within the highest turnover-rated industry in America. In this chapter, there will be a summary of the findings, an in-depth discussion of the findings related to previous literature, implications, limitations, and recommendations for future research.

Summary of Findings

There is a significant positive relationship between the predictor variable POS and turnover intention for Generation Z employees working in the American leisure and hospitality industry. POS has a positive correlation because Cohen (1999) explains that a higher score on the turnover intention scale indicates lower turnover intention. JE was not a significant predictor in this study sample. The study was structured to identify whether POS or JE was the stronger predictor of turnover intention in Gen Z employees. The findings offer certain implications that could benefit business leaders, service workers, and direction for future research. Gen Z workers are understudied, the leisure and

hospitality industry has the highest turnover rate, and research has yet to identify a clear direction to solve the retention problem (Bryngelson & Cole, 2021; Rodriguez et al., 2019).

Discussion of Findings

The findings from this study showcase POS as the only significant predictor of turnover intention. Meaning, American Gen Z leisure and hospitality workers who had higher perceptions of organizational support were less likely to leave their company. JE was not significant in the findings and will be discussed in the implications section. Previous literature on Gen Z employees has shown a wide range of turnover factors; this study focused on two of the larger variables (POS and JE). POS has increased in popularity and has been used to help predict turnover intention, optimize the workforce, and assess employee morale and wellness (Eisenberger et al., 1986; Traeger et al., 2022). The findings of this study confirm that POS is a predictor of turnover intention in service-related workers while providing data on the youngest generation of workers (Goh & Lee, 2018; Ponting & Dilletee, 2020). The study parameters and selection criteria were set to answer the call for future research on the industry and age group, plus provide direction for future research on retention (Arici et al., 2023; Pramana et al., 2021). Overall, this study confirms that POS is a predictor of turnover intention and is a stronger predictor than JE.

The antecedent theoretical framework presented by Eisenberger et al. (1986) explained that employees will stay with a company when they feel their company supports them. The findings in this study are aligned with Eisenberger et al.'s (1986) POS theory because the participants with higher POS scores had lower turnover intention

scores. In support, the self-determination theory explains that when people feel autonomy, relatedness to their organization, and competence in their role, they will have higher levels of motivation and retention potential (Deci & Ryan, 2000). Although this study did not assess the lived experience of POS, the findings highlight that POS is the better predictor of retention when compared to JE. Furthermore, Blau's (1964) social exchange theory promotes reciprocated efforts within the workplace. The findings in this study contribute to the social exchange theory by showing that Gen Z workers have a higher probability of staying with a company when they feel more supported by their organization.

The primary goal for this study was to further society's understanding of retention, while providing empirical data on an understudied industry and generation of workers. To ensure best practices, biblical foundations were implemented. Wolters (2005) explains that a biblical worldview is used to break down topics to their most basic form to fully understand their true meaning. A biblical worldview for this study was best supported by an integrated approach. The integrated approach allows the researcher to use a variety of methods to expand the knowledge on a topic, in hopes to gain a universal understanding of retention (Johnson, 2010). Johnson (2010) further explains that the integrated approach helps tie in human knowledge, natural sciences, and experiences aligned with a biblical perspective to conduct sound research. The lord's character traits and scripture are used to ensure the researcher has ethical guidelines to provide society with non-bias findings. The Lord provided people with different abilities in hopes that they would work together and teach each other their abilities (*New International Bible,* 1973/2011). The implications of this study were written in hopes that people will actively

work together, help others, optimize time spent in the workforce, and highlight the importance of working for a company that supports their employees.

Implications

The leisure and hospitality industry has the highest turnover rate in the American workforce (Bureau of Labor and Statistics, 2022). In the next decade, there will be nearly 60 million Generation Z people entering the workforce (Bryngelson & Cole, 2021). Business leaders, fellow employees, and the scientific community will be required to continuously adapt to the newest generation of workers while battling retention challenges (Arici et al., 2023; Hurtienne et al., 2021; Pramana et al., 2021). The findings in this study contribute to today's volatile industry changes by showing that POS remains a core function of retention. Theoretical foundations must be considered to evolve psychological constructs and further the understanding of workplace issues. POS should be considered when businesses face retention issues, when diversity increases, and when new trends enter the workforce.

Business Leaders

Businesses leaders are faced with the hardships of inevitable market changes, societal shifts, increases in diversity, and technological advancements. When businesses remain adaptive, they often stay competitive within their respective market. This study offers business leaders an insight into their youngest workers, how to keep them retained, and how they perceive the organization. Previous research has described the Generation Z employee as technologically savvy, diverse, and individualistic, yet they still want a role model to assist them at work (Loring & Wang, 2022; Pramana et al., 2021). Adopting POS strategies will help keep the younger workers retained by showing them

that the company values their time and efforts. POS strategies include professional

development opportunities for all staff, flexible scheduling, placing employees in

positions that complement their strengths, creating autonomy, and promoting leaders who

are approachable (Kolodinsky et al., 2018). Companies within the leisure and hospitality

industry should strongly consider implementing these strategies as well because Ebrahimi

and Faith (2022) had similar findings that suggest increasing POS reduces turnover.

Increasing POS initiatives is cost-effective, decreases turnover, and allows people to

grow within their roles (Serban et al., 2021).

The Workforce

The current workforce is comprised of multiple generations, backgrounds, gender

identities, and cognitive abilities (Cancela et al., 2021). Findings from this study

showcase the importance of POS in the younger generation. When people seek new

employment, they must consider the organization's structure and how it supports all

levels of employees. The purpose of this section is to explain how the findings of this

study can help employees optimize their time in the workforce. Optimizing one's time in

the workforce can be achieved through team cohesion, understanding the perception of

other people, and knowing how to assess a company's POS initiatives. Team cohesion

requires people to set aside their differences and analyze teammates' motivations

(Tuckman, 1965). The structure of this study was set to assess both POS and JE at the

same time to see which one was the stronger predictor of retention. When assessed beside

JE, POS was the superior predictor. Meaning, the younger generation of workers in the

leisure and hospitality industry cares more about organizational support than job

embeddedness factors. Furthermore, the support of the company was more important than job-fit and community variables.

Gen Z employees differ from the other generations because they were born alongside a technological revolution, making their perceptions and personalities drastically different (Mahmoud et al., 2022; Miller, 2018). To create cohesion, fellow coworkers benefit from understanding the viewpoints of others. For example, millennials prefer recognition and praise while Gen Z employees prefer the opposite (Baldonado, 2018; Mahmoud et al., 2020). People in the workforce who are not in the Gen Z age bracket must consider that the younger generations have a different communication process and perception but still require the same POS standards as everyone else. Gen Z employees reading these findings should consider searching for companies that promote knowledge sharing, adopt the newest technological advancements, support green initiatives, and develop ethical leaders (Gabrielova & Buchko, 2021; Graczyk-Kucharska, 2019).

Scientific Community

Organizational psychology requires variations of studies to confirm antecedent theories, progress the theories, and expand upon what is currently known on psychological constructs. This study confirms Eisenberger et al.'s (1986) POS theory and presents new information on understudied populations. The generations within the workforce have different viewpoints and motivational standards. This study helped provide society with empirical data on the newest generation of workers and what best keeps them retained (Thalgaspitiya, 2021). Previous studies have found links between POS, JE, and retention, but there has not been a study that shows which of the two

constructs best predicts retention in the selected population (Akgunduz & Sanli, 2017; Arici et al., 2023). The structure of this study provides the scientific community with empirical data on Generation Z employees and the American service-related industry. POS theory is progressed because it significantly predicted turnover intention when JE did not. Furthermore, with the contradictory findings from previous literature on the different industries, this study acts as a constant for the relationship between POS and retention in Gen Z employees.

Job Embeddedness

Previous literature on JE specific to this target population has shown inconsistent findings on whether it is a true predictor of retention. This study showed that only POS was a significant predictor of retention. Perhaps the reason why JE was insignificant in this study is because Gen Z people find their community link through social media channels (Mahmoud et al., 2020; Pramana et al., 2021). Their link to the community, friend groups, social groups, community involvement, and what they would lose from leaving that community could be heavily influenced by their social media usage (Burrows et al., 2022; Crossley et al., 2007; Fasbender et al., 2019; Sessa & Bowling, 2020). In the workplace, POS may have been more memorable and important to Gen Z workers because of the face-to-face interactions they had with supervisors or coworkers. As individualistic types, Gen Z workers respond better to organizational support than the job itself. Bryngelson and Cole (2021) suggest that Gen Z workers will leave a job if they do not feel embedded or fulfilled in their role. JE being insignificant in the findings supports their assertion, suggesting that Gen Z workers prefer an organization that values their efforts.

Limitations

Limitations of this study consisted of the design, industry parameters, honesty in answering the questions, and the company confounding variables. A quantitative design provides great empirical data on the variables but lacks the ability to further explore the individual's experience with the variables. For example, a qualitative or mixed methods design allows researchers to explore lived experiences with the phenomenon. A quantitative design relies solely on what participants listed on their questionnaires. There are several influences that might alter one's answers such as the industry's parameters, individual motivations, size of the work team, location, relationship to the supervisor, responsibilities, or their experience within their role. This specific study did not consider remote work, promotion opportunities, other psychological safety measures, diversity initiatives, or the offerings that were given to the employees when they were hired (incentives). A young adult who just received a promotion might answer the questionnaire differently than before they received it.

During data collection, it was assumed that the participants answered honestly without any outside influence. This study relied on the participants to answer honestly because it was structured to evaluate the individual's perception of how they are treated in their role at work. If they fear there will be repercussions for participation, the data may not be accurate. There are potentially confounding items that could skew the data such as individuals working for companies that recently gave bonuses, remote work, new promotions, rushing through the survey, or the employee is relatively new and has not yet established a relationship with supervisors. This study focused on their current employer and did not account for previous work experiences. To combat this potential limitation,

this study was structured to evaluate the predictive impact of POS and JE on retention within their current employment.

The leisure and hospitality industry has some potential limitations because the industry is broad. This study was structured to benefit from the broad range (disseminating the survey to large service-related groups) of companies that comprise the industry because generalizable data was a priority. Industry parameters could be the range of companies that are listed as *Leisure and Hospitality*; people working as a help desk operator might answer differently than a restaurant server. Within the industry, companies experience a monumental difference in customer volume, interaction, size, location, etc. Respondents may have answered the survey differently depending on the volume of customers or other variables that impact motivation on that given day. For example, a server who filled out the questionnaire on a Monday versus a busy Saturday might have given different results. Focusing the research and data collection on younger employees offered some limitations because they might not have any other previous work experience, their maturity levels differ, or their employment status may vary (part-time vs. full-time). Despite the potential limitations, this study offered the best results by obtaining a variety of participants throughout the leisure and hospitality industry. It also provided empirical data on current organizational variables that impact retention. This study relied on participants' perceptions of their company, relationships, and job fit to best acquire generalizable data to combat worldwide retention issues.

Recommendations for Future Research

The purpose of this study was to identify which psychological construct (POS or JE) was the stronger predictor of retention in a specific population to provide researchers

with direction for future research. Structuring the study in this manner allowed the

findings to highlight which variable requires future research. Since POS was the superior,

significant predictor of retention, future research should explore the various dyads that

comprise POS. To start, it is recommended that future research focus on this specific

population because they are new to the workforce. The leisure and hospitality industry

consistently holds the highest turnover rate in America (Bureau of Labor and Statistics,

2022). Future research should explore a larger population of service-related employees

within America (King et al., 2021). Since POS was the significant predictor to retention,

future research should expand upon these findings to further explore what facets of POS

increase retention. For example, Shanock and Eisenberger (2006) explored a rendition of

POS called Perceived Supervisor Support (PSS) to further the understanding of retention.

Larger corporations that employ service-related positions should consider assessing their

employee's turnover intention in hopes of reducing their probability of leaving.

Future research should further explore the phenomenon of retention and

contribute to the research of Gen Z workers while aiming to reduce the turnover rate in

the leisure and hospitality industry. POS is comprised of supervisor relationships,

scheduling, benefits, alignment, culture, reciprocated value, training, promotion path,

professional development, and leadership values (Eisenberger et al., 1986). A construct

with this many subcategories requires future research to help explore the myriad of

factors that contribute to retention. This specific study was structured for the ease of

replication. Future research should rerun this study with other constructs to assess the

future direction of research, increase sample size, focus on specific roles within the

leisure and hospitality industry, and consider remote work. To align with Wolters' (2005)

grand narrative and biblical worldview, the only way to fully understand a phenomenon is to explore all factors. To fully grasp the concepts of POS, retention, Gen Z, and the service industry, future research should seek the full truths of all things that comprise each construct.

The leisure and hospitality industry presents a wide range of jobs with drastically different roles. The U.S. Bureau of Labor and Statistics (2023) lumps all art, entertainment, recreation, accommodation, and food service jobs in this category (see Table 6). This study only scratches the surface on retention within this industry. If a similar study is conducted, gathering more demographic variables, work experience, and frequency of customer interaction could further the understanding of the selected variables. Future research should consider studying each specific subcategory of this industry to potentially highlight trends throughout. With the Gen Z population, it could be more beneficial to implement a similar study with the same variables, but with a mixed method or qualitative design. This would allow the researcher to get a better understanding of their lived experience on POS, JE, and retention. Although it is not recommended to continue researching JE within this population, it would be eye opening to hear about their experience with JE as technology, diversity, and Gen Z workers increase in the workplace.

Table 6

Turnover Rate Percentage

Rate by Industry	August 2022	July 2023	August 2023
Total (of all industries)	4.1	3.6	3.6

Leisure and Hospitality	7.3	5.7	6.5
Art, entertainment, and recreation	6.9	5.8	6.7
Accommodation and food service	7.4	5.7	6.4

(Bureau of Labor and Statistics, 2023)

Summary

Generation Z personnel are entering the workforce in massive numbers. This generation requires delicate handling because of their new perceptions, way of thinking, technological inclination, and unorthodox communication mediums. This study was structured to highlight a future direction of research, further the understanding of retention, shed light on an understudied generation, and provide empirical data on a volatile industry. Furthermore, the findings of this study revealed that when compared side-by-side, POS is the stronger and only significant predictor of retention within the specified population. Business leaders can benefit from reading this study because it highlights the importance of showing support to Generation Z employees, the impact of POS, and how to reduce turnover intention. The workforce can take away the key differences of the younger workers, in hopes that they will help them adapt to unfamiliar circumstances. Organizational psychology and the scientific community will benefit from progressing what is known about retention in a volatile population.

The aim of this study was to further the understanding of retention in hopes to add value to the working human's life. With a biblical worldview perspective and an integrated approach, the researcher sought to emulate the character of the Lord to provide society with non-bias truths about retention. This study was positioned to educate the

masses on retention issues within an understudied population while guiding a generation

to flourishing in the workplace. This study also provides empirical data to an industry

with the highest turnover rate (Bureau of Labor and Statistics, 2022). Furthermore, a gap

in research was filled by providing data on three widely researched phenomena (POS, JE,

retention), lower-level employees, and the youngest working generation (Arici et al.,

2023; King et al., 2021; Jolly & Self, 2020). The findings are presented in hopes of

progressing Eisenberger et al.*'s* (1986) POS theory, adding value to Blau's (1964) social

exchange theory, and presenting a new perspective on the self-determination theory.

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APPENDIX A: SITE AUTHORIZATION

International Hospitality Institute Group (183,000 members) on LinkedIn

May 7, 2023

Dr. J
CEO

Dear Tyler Swansboro:

After careful review of your research proposal entitled *Examining Perceived Organizational Support (POS) and Job Embeddedness in the Leisure and Hospitality Industry*, [I/we] have decided to grant you permission to post on our LinkedIn group and invite them to participate in your study.

Check the following boxes, as applicable:

- ✓ [[I/We] will grant permission to post on our social media group to Tyler Swansboro, and Tyler Swansboro may use the social media group to contact our members to invite them to participate in [his/her] research study.

- ✓ [[I/We] grant permission for Tyler Swansboro to contact service industry workers to invite them to participate in [his/her] research study.

☐ [[I/We] will not provide potential participant information to Tyler Swansboro, but we agree to [[send/provide] [his/her] study information to [description of potential participants] on [his/her] behalf.]

Miscellaneous
☐ [[I/We] are requesting a copy of the results upon study completion and/or publication.]

Sincerely,

Dr. J
Admin, *International Hospitality Institute*

Research Updates (Masters / PhD / PostDoc / Job) Facebook Group (19,500

members)

May 8, 2023

V. L^xxxxxxx
Research Updates (Masters / PhD / PostDoc / Job)
Konkuk University

Dear Tyler Swansboro:

After careful review of your research proposal entitled *Examining Perceived Organizational Support (POS) and Job Embeddedness in the Leisure and Hospitality Industry*, [I/we] have decided to grant you permission to post on our Facebook group and invite them to participate in your study.

Check the following boxes, as applicable:

- ✓ [[I/We] will grant permission to post on our social media group to Tyler Swansboro, and Tyler Swansboro may use the social media group to contact our members to invite them to participate in [his/her] research study.

- ✓ [[I/We] grant permission for Tyler Swansboro to contact service industry workers to invite them to participate in [his/her] research study.

☐ [[I/We] will not provide potential participant information to Tyler Swansboro, but we agree to [[send/provide] [his/her] study information to [description of potential participants] on [his/her] behalf.]

Miscellaneous
☐ [[I/We] are requesting a copy of the results upon study completion and/or publication.]

Sincerely,

V. L^xxxxxxx
Konkuk University
Moderator, *Research Updates (Masters / PhD / PostDoc / Job)*

Instructors Exclusive Facebook Group (823 members)

May 14, 2023

R. C^{xxxxxxxx}
Safety and Training Administrator
Arizona, US

Dear Tyler Swansboro:

After careful review of your research proposal entitled *Examining Perceived Organizational Support (POS) and Job Embeddedness in the Leisure and Hospitality Industry*, [I/we] have decided to grant you permission to post on our Facebook group and invite them to participate in your study.

Check the following boxes, as applicable:

- ✓ [[I/We] will grant permission to post on our social media group to Tyler Swansboro, and Tyler Swansboro may use the social media group to contact our members to invite them to participate in [his/her] research study.

- ✓ [[I/We] grant permission for Tyler Swansboro to contact service industry workers to invite them to participate in [his/her] research study.

☐ [[I/We] will not provide potential participant information to Tyler Swansboro, but we agree to [[send/provide] [his/her] study information to [description of potential participants] on [his/her] behalf.]

Miscellaneous
☐ [[I/We] are requesting a copy of the results upon study completion and/or publication.]

Sincerely,

R. C^{xxxxxxxx}
Safety and Training Administrator
Administrator, *Instructors Exclusive Facebook Group*

APPENDIX B: PERMISSION TO USE SURVEYS

Global Measure of Job Embeddedness

PsycTESTS Citation: Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Global Measure of Job Embeddedness [Database record]. Retrieved from PsycTESTS. doi: https://doi.org/10.1037/t02914-000 Instrument Type: Test. Test Format: Participants indicate their level of agreement with each item on a 5-point scale (5 = strongly agree).

Permissions: Test content may be reproduced and used for non-commercial research and educational purposes without seeking written permission. Distribution must be controlled, meaning only to the participants engaged in the research or enrolled in the educational activity. Any other type of reproduction or distribution of test content is not authorized without written permission from the author and publisher. Always include a credit line that contains the source citation and copyright owner when writing about or using any test.

Survey of Perceived Organizational Support--Shortened Version

Note: Test name created by PsycTESTS PsycTESTS Citation: Hochwarter, W. A., Kacmar, C., Perrewé, P. L., & Johnson, D. (2003). Survey of Perceived Organizational Support--Shortened Version [Database record]. Retrieved from PsycTESTS. doi: https://doi.org/10.1037/t09789-000 Instrument Type: Survey Test Format: Responses for the 8 items of the measure range from strongly disagree (1) to strongly agree (7

Permissions: Test content may be reproduced and used for non-commercial research and educational purposes without seeking written permission. Distribution must

be controlled, meaning only to the participants engaged in the research or enrolled in the

educational activity. Any other type of reproduction or distribution of test content is not

authorized without written permission from the author and publisher. Always include a

credit line that contains the source citation and copyright owner when writing about or

using any test.

Turnover Intention Scale

Note: Test name created by PsycTESTS, PsycTESTS Citation:

Cohen, A. (1999). Turnover Intention Scale [Database record]. Retrieved from

PsycTESTS. doi:

https://dx.doi.org/10.1037/t10116-000

Instrument Type: Rating Scale. Test Format: Turnover Intention Scale responses are rated

on a scale from 1 (strongly agree) to 5 (strongly disagree). Source:

Cohen, Aaron. (1999). The relation between commitment forms and work outcomes in

Jewish and Arab culture. *Journal of Vocational Behavior,54*(3), 371-391. doi:

https://doi.org/10.1006/jvbe.1998.1669, © 1999 by Elsevier. Reproduced by Permission

of Elsevier.

Permissions: Test content may be reproduced and used for non-commercial research and

educational purposes without seeking written permission. Distribution must be

controlled, meaning only to the participants engaged in the research or enrolled in the

educational activity. Any other type of reproduction or distribution of test content is not

authorized without written permission from the author and publisher. Always include a

credit line that contains the source citation and copyright owner when writing about or

using any test.

APPENDIX C: QUESTIONNAIRE

Informed Consent

Title of the Project**:**

EXAMINING PERCEIVED ORGANIZATIONAL SUPPORT AND JOB

EMBEDDEDNESS

Principal Investigator:

Tyler Swansboro, Liberty University, Doctoral Candidate

You are invited to participate in a research study. To participate, you must be

between the age of 18 to 25 and have worked for at least 6 months in a leisure and

hospitality related job. Taking part in this research project is voluntary. Please take time

to read this entire form and ask questions before deciding whether to take part in this

research.

Purpose

The purpose of the study is to further understand the phenomenon of retention

within this industry through the relationship of the following variables: Perceived

Organizational Support, Job Embeddedness, Motivation, and Leadership.

If you agree to be in this study, I will ask you to do the following:

- Provide consent

- Fill out the survey (10 – 15 minutes)

Participants should not expect to receive a direct benefit from taking part in this

study. Benefits to society include helping companies adapt to new generations entering

the workforce while giving the younger generation expectations on what to expect when

entering the workforce.

Risk / Participation

The expected risks from participating in this study are minimal, which means they are

equal to the risks you would encounter in everyday life. The records of this study will be

kept private. No identifiable information will be collected. Research records will be

stored securely, and only the researcher will have access to the records. Participant

responses will be anonymous, and the data will be stored on a locked local file on the

researchers' computer. After three years, all electronic data will be deleted. Participants

will not be compensated. Participation in this study is voluntary. Your decision whether

to participate will not affect your current or future relations with Liberty University. If

you decide to participate, you are free to not answer any question or withdraw at any

time. If you choose to withdraw from the study, please exit the survey and close the tab,

do not submit the survey. Your responses will not be recorded or included in the study.

Questions / Concerns?

The researcher conducting this study is Tyler Swansboro. You may ask any questions

you have now. If you have questions later, you are encouraged to contact him at

@liberty.edu.

Whom do you contact if you have questions about your rights as a research

participant?

If you have any questions or concerns regarding this study and would like to talk to
someone other than the researcher[s], **you are encouraged** to contact the IRB. Our
physical address is Institutional Review Board, 1971 University Blvd., Green Hall Ste.
2845, Lynchburg, VA, 24515; our phone number is 434-592-5530, and our email address
is irb@liberty.edu.

*Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human
subjects research will be conducted in an ethical manner as defined and required by
federal regulations. The topics covered and viewpoints expressed or alluded to by student*

and faculty researchers are those of the researchers and do not necessarily reflect the
official policies or positions of Liberty University.

Your Consent
Before agreeing to be part of the research, please be sure that you understand what the
study is about. You will be given a copy of this document for your records. If you have
any questions about the study later, you can contact the researcher using the information
provided above.

I have read and understood the above information. I have asked questions and have
received answers. I consent to participate in the study.

Click "Next" if you provide consent to participate in this study.

Survey

Survey of Perceived Organizational Support

Scale: Strongly disagree (1) to strongly agree (7)

1. My organization considers my goals and values

2. My organization really cares about my well-being

3. My organization shows little concern for me (R)

4. My organization would forgive an honest mistake on my part

5. My organization cares about my opinion

6. If given the opportunity, my organization would take advantage of me (R)

7. Help is available from my organization when I have a problem

8. My organization is willing to help me when I need a special favor

Job Embeddedness

Scale: Strongly disagree (1) to strongly agree (5)

I feel attached to this organization.

It would be difficult for me to leave this organization.

I'm too caught up in this organization to leave.

I feel tied to this organization.

I simply could not leave the organization that I work for.

It would be easy for me to leave this organization. (R)

I am tightly connected to this organization.

Retention

Scale: strongly agree (1) to strongly disagree (5),

I think a lot about leaving the job.

I am actively searching for an alternative to the job.

As soon as it is possible, I will leave the job.

*(R) indicates reverse scoring.

APPENDIX D: PERMISSION RESPONSE DOCUMENT

Dear (recipient),

As a graduate student in the Behavioral Science department at Liberty University, I am conducting research as part of the requirements for a Doctoral degree in Organizational Psychology. The title of my research project is *Examining Perceived Organizational Support (POS) and Job Embeddedness in the Leisure and Hospitality Industry*, and the purpose of my research is further to understand the phenomenon of retention within this industry. I am specifically targeting the younger generation that is entering the workforce, ages 18-25.

I am writing to request your permission to conduct my research utilizing your LinkedIn Group to recruit participants for my research. Participants will be asked to complete the attached survey. The data will be used to evaluate the relationship between POS and JE on retention, and the impact of leadership and motivation.

Participants will be presented with informed consent information prior to participating. Taking part in this study is completely voluntary, participants are welcome to discontinue participation at any time, and their identities will remain anonymous.

Thank you for considering my request. If you choose to grant permission, please respond by email to @liberty.edu

A permission letter document is attached for your convenience.

     Sincerely,

     Tyler Swansboro, MBA
     Ph.D. Student, Liberty University

APPENDIX E: PERMISSION RESPONSE TEMPLATE

[Date]

[Recipient]
[Title]
[Company]
[Address 1]

Dear Tyler Swansboro:

     After careful review of your research proposal entitled *Examining Perceived Organizational Support (POS) and Job Embeddedness in the Leisure and Hospitality Industry*, [I/we] have decided to grant you permission to post on our Facebook group and invite them to participate in your study.

Check the following boxes, as applicable:

☐ [[I/We] will grant permission to post on our social media group to Tyler Swansboro, and Tyler Swansboro may use the social media group to contact our members to invite them to participate in [his/her] research study.

☐ [[I/We] grant permission for Tyler Swansboro to contact service industry workers to invite them to participate in [his/her] research study.

☐ [[I/We] will not provide potential participant information to Tyler Swansboro, but we agree to [[send/provide] [his/her] study information to [description of potential participants] on [his/her] behalf.]

Miscellaneous
☐ [[I/We] are requesting a copy of the results upon study completion and/or publication.]

     Sincerely,

     [Official's Name]
[Official's Title]
[Official's Company/Organization/relationship to the social media page]

APPENDIX F: FACEBOOK POST FOR DATA COLLECTION

ATTENTION FACEBOOK FRIENDS: I am conducting research as part of the requirements for a doctor of psychology degree at Liberty University. The purpose of my research is to better understand retention in the leisure and hospitality industry for young adults ages 18 to 25. To participate, you must be currently working in a service related, hospitality, or leisure job and be between the ages of 18 to 25. Participants will be asked to complete an anonymous online survey, which should take about 10 minutes. If you would like to participate and meet the study criteria, please click the link provided at the end of this post. A consent document will be provided as the first page of the survey. Please review this page, and if you agree to participate, click the "proceed to survey" button at the end.

See attached survey.