FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

WHAT ARE THE FACTORS THAT AFFECTS RETENTION IN THE

HOTEL SECTOR IN THE UNITED STATES?

A dissertation submitted in partial fulfillment of

the requirements for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

by

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2025

To: Dean William G. Hardin
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This dissertation, written by Erika Abreu, and entitled, *What are the Factors that Affect Retention in the Hotel Sector in the United States?* having been approved in respect to style and intellectual content, is referred to you for judgment.

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Florida International University, 2025

DEDICATION

My two boys, Logan and Liam, your passion and sweetness have driven me to start this program, and your smiles have pushed me on the most challenging days. Thank you for giving me the energy to continue, no matter what! And, of course, my dear husband Alex, thank you for your help and always believing in me. Dear Lord, thank you for guiding my path, giving me your grace, and always being at my side. I can do all things through Christ who strengthens me (Philippians 4:13).

ACKNOWLEDGMENTS

ABSTRACT OF THE DISSERTATION

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The hospitality industry is projected to grow the fastest in the next eight to ten years. However, this growth comes with a colossal responsibility: The industry need worry not only about its negative image, the expansion of the gig economy, as well as the low unemployment rate and turnover, but also that this growth will make it even more challenging to hire and retain workers. Thus, this thesis focuses on employee retention. Increasing employee retention, and thereby minimizing turnover, would save hospitality organizations millions of dollars. Improving retention would also increase employee satisfaction, enhance service quality, and allow organizations to maintain a competitive edge. Hence, this study aims to identify the factors that affect retention in the hotel sector in the United States. By identifying and understanding these factors, recruiters and managers can set strategies within their organizations that will help attract and retain talent.

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I.   INTRODUCTION

Hired! Now What?

The global economic landscape was profoundly transformed by the COVID-19 pandemic, which impacted personal lives and organizational structures worldwide. The hospitality industry, known for its resilience, faced unprecedented challenges, leading to notable shifts in human behavior, societal dynamics, and corporate practices. Therefore, it is not surprising that the tourism and hospitality sector has undergone a substantial transformation in recent years (Mishra & Gupta, 2020). Many hospitality employees struggle with survival; thus, substantial resources are needed to revitalize the industry (Fenitra et al., 2022). Recognized as a vital driver of job creation, the hospitality sector supported 330 million jobs globally in 2019 (Akron et al., 2020). Previous research has identified many factors that affect turnover in the hotel sector in the United States. People leave the hospitality industry for many reasons, including long hours, poor compensation, and guest demands. Moreover, limitations and a lack of training programs also influence employees' decisions to change careers (Walsh & Taylor, 2007). On the other hand, satisfaction with leadership, and growth and advancement opportunities contribute to employee retention (Moncarz et al., 2008). Meanwhile, a lack of work–life balance lowers employees' intentions to stay in an organization (McGinley & Martinez, 2018). According to Kgomo and Swarts (2010), success in today's business environment depends on the organization's ability to retain employees. Organizations should maintain a low turnover rate because it substantially impacts employees' morale and overall performance and the organization's profitability (Knott, 2016).

Problem Statement

The hospitality industry has become one of the United States' top-growing sectors. Projections indicate that the hospitality industry will experience rapid growth between 2021 and 2031, adding around 1.3 million jobs (U.S. Bureau of Labor Statistics Employment Projections, 2022). Parent-Lamarche et al. (2021) posited that the industry remains a crucial part of any economy because of its influence on economic growth and job creation. However, due to the many challenges it will confront in the coming years, recruiting, selecting, and keeping employees will become even more critical (Aksoy et al., 2022). As highlighted by the SHRM, the industry faces challenges such as negative perceptions, competition from the gig economy, a low unemployment rate, and exceedingly high turnover (Maurer, 2020). Nevertheless, the hospitality industry is predicted to drive global economic recovery, generate new employment opportunities, and attract destination travelers.

Significance of the Problem

As reported by Kashyap and Rangnekar (2014), intense competition for skilled employees compels organizations to effectively attract and retain talent. Retention refers to organizational systematic efforts to foster employees' diverse needs (Kossivi et al., 2016). In other words, employee retention is the result of organizations taking action to keep their employees motivated to stay in the organization (Shakeel & But, 2015). Empirical studies have identified some of the reasons why employees decide to stay in the organization: job autonomy, organizational commitment, job satisfaction, social support, fair pay, professional development and promotion opportunities, and variables such as gender and age (Chang et al., 2013).

Research Gap

Among the strongest and fastest-growing industries globally, tourism and hospitality are crucial for economic growth because they create jobs, thereby reducing poverty and mitigating regional disparities (Mishra & Gupta, 2020). However, staffing shortages persist, with an average of 10.3 positions per hotel remaining vacant, even though 81% of hotels have increased wages, 64% offer flexible hours, and 35% provide expanded benefits. An October 2022 American Hotel Lodging Association survey revealed that 87% of respondents experienced staffing shortages, with 37% expressing concerns about severe shortages, particularly in housekeeping departments (AHLA, 2022). Turnover has important economic implications, causing an estimated loss of $5 trillion, reflected in earnings reductions, and a 38% average decrease in stock prices (Self et al., 2022). By contrast, employee retention enhances organizational profitability, customer loyalty, and productivity while reducing employee turnover costs (Park & Min, 2020). Thus, addressing workforce challenges, especially retention, remains a top priority in the hospitality industry (Ghani et al., 2022). Prior studies have focused almost entirely on employee performance, whereas research on organizational pride (and its effect on employee retention) is lacking (Linh et al., 2022). We can assume that employees who are proud of their organization have strong bonds with it and are unlikely to leave (Linh et al., 2022).

Research Questions

What are the factors that affect retention in the hotel sector in the United States?

Employee turnover harms organizational performance (Walsh & Taylor, 2007). Factors that are negatively affected by a high turnover rate include employee morale and productivity (Yang Jen-Te et al., 2012). As mentioned above, the hotel sector is ranked seventh among the top 20 fastest-growing sectors in the nation (Bureau of Labor Statistics, 2022). However, in 2022, the turnover rate in the leisure and hospitality industry was 84.9%, almost double the national rate of 47.2% (Bureau of Labor Statistics, 2022).

Research Contributions

The hotel industry is driven by service. In other words, hospitality businesses count on their employees to deliver outstanding customer service. Thus, the success of a hotel depends on its employees (Baharin & Hanafi, 2018). Because machines cannot replicate the quality of service provided by hotel employees (Bettencourt & Brown, 2003; Chung & Schneider; Schneider et al., 2005), employee retention is vital because it keeps organizations on the right track (Baharin & Hanafi, 2018). However, to retain the best talents, strategies that satisfy employees' needs should be implemented regardless of the company's size or scope (Hong et al., 2012). Prior research suggests that a deficit is created when employees with a certain skill or talent leave the industry. Moreover, high turnover represents a threat to sustainable employment in the industry. Hence, this study examines how job pride and organizational citizenship behavior (OCB) mediate work–

life balance (WLB), professional development, and job autonomy, thereby increasing employee retention. Organizational culture is considered the moderating effect and job pride is an intrinsic behavior, whereas employee retention is closely related to autonomy, feedback, and task significance (Linh et al., 2022). The main contribution of this study is that we use two mediating variables—measuring attitude and behavior—and determine which of them is the most critical in terms of work–life balance, development opportunities, and job autonomy, which in turn affect retention. Our findings may help organizations identify actions that may increase retention and reduce turnover. This study aims to identify the factors contributing to employee retention in the hotel industry (Chang et al., 2013). In particular, we focus on the factors that mediate job pride and OCB, and which in turn increase employee retention in the hotel sector. If handled properly, these integrated factors are likely to increase employee retention.

The question we seek to answer is, *What factors affect employee retention in the hotel sector in the United States?*

II. LITERATURE REVIEW AND BACKGROUND THEORY

Work–life balance (WLB) can be defined as an organization's initiative to care for the lives of their employees outside of the workplace and to ensure that their employees achieve a healthy equilibrium between their working and non-working lives (Kaya & Karatepe, 2020). One of many challenges facing the hotel industry is the ceaseless, 24/7 nature of its operating schedule. Because of the challenging schedule, employees have limited flexibility to spend quality time with friends and family, motivating them to leave the organization (Lin et al., 2013). In fact, the demanding schedule, which contrasts with the traditional nine-to-five, five-day work week, is one of the factors responsible for the high turnover rate (Zhao & Ghiselli, 2015). Family is an essential part of life. Workers may have a family and other responsibilities important to them, which may affect their work activities (Fisher et al., 2009). The changing societal trends concerning marriage and childbearing require us to pay attention to measures that go beyond traditional family roles (Fisher et al., 2009). Voydanoff (2006) highlights the importance of looking at non-working roles that influence WLB. Role theory attempts to explain how working and non-working activities may interfere with work, family, and the community (Fisher et al., 2009).

Professional development is defined as enhancing employees' capacities through programs such as skill-based training (Sitzmans, 2015), and like many other industries, hotels have taken the necessary steps to provide high-quality training programs. According to Wesley and Skip (1999), training is directly correlated with employee turnover because training improves employees' self -esteem, attitude toward work and

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colleagues, organizational commitment, and job satisfaction. Messmer (2000) argues that professional development is the key to employee retention. Additionally, Leidner (2013) views training and development as a key to employee loyalty and retention. Promotion opportunities allow employees to advance to higher posts with more responsibilities, higher pay, better service, and higher status (Mahapatro, 2010). Nyamubarwa (2013) argues that promotion opportunities are some of the factors shaping employee retention. Therefore, when organizations have limited promotion opportunities, employees are more likely to become disengaged from their work and eventually quit the organization entirely (Sardar et al., 2011).

Denison (1996) defines organizational culture as the values, beliefs, and assumptions held by members of the organization. The culture of an organization is reflected in its internal and external communications, daily work practices, and decision-making strategies. Employee-of-the month celebrations, employee-appreciation events, and monthly newsletters are reflections of the organizational culture. Overall, the organizational culture comprises the shared ideals and norms established by the organization and its members. Deery and Shaw (1999) posit that organizational culture is a powerful and pervasive form in all organizations. However, organizational culture is complex, and culture is subjective because it is based on individual perceptions and feelings. According to Deem et al. (2015), certain organizational cultures may be particularly resistant to change. Historical data has shown a positive relationship between organizational culture and turnover intention (Lund, 2003). Within the literature, several models are commonly used to assess organizational culture. In our study, we use the

Denison model (Denison, 1984), which can be applied to organizations, groups, and individuals (Cooke, 2003). The Denison model is built on adaptability, mission, involvement, and consistency (Denison & Mishra, 1995). These four traits encourage stability and retention (Denison & Mishra, 1995). When an organization promotes a culture of participation and sharing, its members will evince traits of involvement (Denison, 1997). Likewise, when the organization's mission is clearly defined and shared among its members, they will exhibit a strong commitment to fulfilling it. Adaptability traits represent the organizational response to its internal and external environment. Finally, consistency relates to how the members of the organization reflect its values (Denison, 1997).

The research of Turner and Lawrence (1965), followed by that of Hackman and Lawler (1971), sought to understand how a job's characteristics influence the jobholder's reactions to it. The end result was the job characteristics theory developed by Hackman and Oldham, which assumes five characteristic dimensions of the job that are crucial to an employee: skill variety, task identity, task significance, autonomy, and feedback (Morgeson et al., 2013). Three of these characteristics are thought to increase work meaningfulness. First, skill variety refers to the various activities in any job; these activities help the individual develop their specialized skills and talents. Second, task identity refers to the degree of completion and identifiable portion of the work, where the employee can recognize the beginning and end of a task. Third, task significance refers to the meaningfulness of the task, which represents the influence the job has on the lives of others. Autonomy refers to the freedom an individual has in performing their work

assignment. Work autonomy is expected to increase work outcomes and work responsibility. Feedback refers to the direct and precise information generated by the work activity performed by the individual. Feedback is expected to provide knowledge of the results of the individual's action, and it may come from traditional channels, such as the supervisor, customers, or coworkers (Hackman & Oldham, 1979). Here, we focus on work autonomy.

Youn and Kim (2022) define pride as an emotion self-consciously generated by appraisals and internalized by the individual. Lewis defines pride as a self-conscious feeling or the positive emotions experienced by an individual after an achievement expectation or social standard is surpassed (Lewis, 2007). These definitions correspond to the psychological perspective. However, we should mention that pride is felt only if the accomplishment is achieved through the individual's effort. Thus, pride is derived from the comparison of outcomes and standards. An individual experiences high levels of pride by comparing their performance favorably to that of others (Linh et al., 2022).

Two cognitive processes are related to pride: authentic pride and hubristic pride. Authentic pride is tied to achievement. These attributes emerge when others recognize successful outcomes; genuine pride becomes apparent only when the results exceed expectations. Authentic pride is developed by self-esteem (Lewis, 2007). On the other hand, hubristic pride is tied to self-contentment regardless of performance and outcome. Hubristic pride always exists and is unwarranted; it is a state of negative and subjective feelings (Lewis, 2007; Linh et al., 2022). Authentic organizational pride is an emotion positively related to WLB, professional development, promotion opportunities, organizational culture, and autonomy, all of which enhance employee loyalty and

performance while also increasing retention. The collective accomplishment of a skill-requiring task is facilitated by pride (Hodson, 1999). Pride motivates the worker to excel (Hodson, 1999). Empirical research has shown that organizational pride reduces turnover intentions (Kraemer et al., 2016). Additionally, pride is self-conscious and is accompanied by feelings of pleasantness, which encourage employees to feel bonded with their organization, reducing their intention to leave (Kraemer et al., 2016).

According to Lin et al. (2010), the connection between OCB and employee retention has been overlooked in the literature; however, interest in the topic has increased in recent years. Examples of OCB are, for instance, when an employee supports a colleague, helps a new employee get acclimated to work, tolerates requests that may be unreasonable or excessive, or defends the organization in a discussion. Organizational citizenship behavior is defined as the willingness of employees to go above and beyond their job requirements (Organ, 1988; Podsakoff et al., 2000). Organ first introduced the term "organizational citizenship behavior" (OCB) in 1977. Lavelle (2010) suggests that OCB includes personal motivations, that is, employees will go "above and beyond" when they feel they are supported and treated fairly by their employer. These voluntary efforts that transcend the job description directly influence an employee's intention to leave. Five dimensions of personality factors that influence OCB have been identified: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship are the "big five" dimensions (Chiun-Lo & Ramayah, 2009). Altruism is voluntarily helping others (i.e., helping behavior). Altruism is almost universally recognized as an important form of OCB (Motowidlo, 1993). Altruism contributes to interpersonal harmony and is a cooperative and spontaneous behavior (Cirka, 2005). An employee encouraging a

colleague (i.e., cheerleading) is a form of altruism (Podsakoff et al., 1990). Sportsmanship is when employees maintain positive attitudes and are willing to sacrifice their own interests for the sake for the organization. Conscientiousness refers to a behavior that is discretionary and goes above and beyond the employee's call of duty; these include obeying organizational rules and regulations, working extra hours, or not taking breaks (Tambe & Shanker, 2014). Organ defines courtesy as gestures provided by one employee to avoid interpersonal conflict (Podsakoff et al., 1990). The courtesy dimension prevents problems among coworkers (Tambe & Shanker, 2014). Civic virtue is another dimension of OCB and refers to the willingness to participate in the organization's events; this is also known as political life and is an administrative function supported by subordinates (Tambe & Shanker, 2014). Organ et al. (2006) argues that these actions boost employee morale and cohesiveness, promote good relationships with co-workers, and make employees feel they are part of a team. Thus, these actions help organizations retain employees and decrease turnover intention.

This study is based on self-determination theory (SDT), a comprehensive theory of human motivation. Self-determination theory has been applied to education, therapy, healthcare, parenting, sports, virtual environments, and workplace motivation and management (Deci & Ryan, 1985a; Ryan & Deci, 2017). This theory posits that the kind of motivation employees have for their work impacts the work they do within the organization and their overall well-being. It further differentiates between multiple types of motivation, emphasizing that each type has distinct causes, accompanying factors, and outcomes (Deci et al., 2017). Factors such as job design, management styles, and pay are fundamentals of SDT (R. et al., 2022). Deci et al. (2017) state that a small set of

psychological needs mediate workers' experiences and motivations. Self-determination theory differentiates autonomous motivation from other motivation types. Autonomous motivation is intrinsic motivation, characterized by the type of activity in which individuals are willingly engaged (R. Ryan et al., 2009). It is evoked when an individual (i) knows the purpose and worth of their job, (ii) feels they have the autonomy to perform their duties, (iii) are provided clear and timely feedback, and (iv) feel supported by their supervisor.

Autonomous motivation is classified into two types: intrinsic and extrinsic motivation. Intrinsic motivation comes from the behavior itself (Deci et al., 2017), whereas extrinsic motivation entails activities performed to accomplish objectives (Deci et al., 2017). Seven aspirations are crucial over a person's lifetime: Three are the extrinsic aspirations of financial wealth, fame or recognition, and an attractive image (R. et al., 2022), while the remaining four are the intrinsic aspirations of personal development, contributions to the community, meaningful relationships, and physical fitness (R. M. Ryan & Deci, 2022). Self-determination theory posits that achieving autonomy, competency, and a sense of affiliation is paramount to the individual's well-being and motivation (Deci et al., 2017). Greater work satisfaction is attained when WLB supports relatedness and autonomy; control is fulfilled by job autonomy, and professional development enhances competence (Deci et al., 2017). In turn, competence and affiliation are strengthened when there is a positive organizational culture and pride, encouraging employees to go above and beyond their roles and promoting OCB. All these factors increase retention within the organization (Deci et al., 2017).

Other theories, such as Herzberg's two-factor theory, social exchange theory, role theory, and job characteristics theory, overlap with SDT. All these theories are related to organizational research, job satisfaction, and employee retention. Herzberg's two-factor theory is considered the most important regarding motivation and job satisfaction (Herzberg, 2003). Motion and hygiene are the two factors that serve as the basis of this theory (Alshmemri et al., 2017). Motivation factors are considered intrinsic to the job and lead to employee satisfaction and having the need to grow and self-actualize (Herzberg, 1966). Career advancement, growth opportunities, the nature of the work itself, as well as responsibility, recognition, and achievement are factors related to motivation and satisfaction (Herzberg, 2003). The hygiene factor is related to the external environmental and is thus extrinsic to the job; this factor is related to the workplace conditions (Alshmemri et al., 2017). Extrinsic factors also include interpersonal relations with the supervisor, peers, and subordinates (Herzberg, 1966). A company's policies and administration are related to organizational policies and guidelines. Supervision is associated with fairness/unfairness, incompetence/competence, and supervisors' willingness to delegate and teach, fairness, and knowledge of the job (Herzberg, 1966). Working conditions—which are related to the hygiene factor—include space, temperature, ventilation, and safety (Herzberg, 2003).

According to social exchange theory, how an employee acts toward the organization depends on that employee's perception of it (Mas-Machuca et al., 2016). Thus, we propose that when employees' reactions to the job are more favorable, employees become prouder of the organization and their job satisfaction therefore

increases. An emotional response state is associated with the employee's organizational and evaluation performance attributes (Özbezek et al., 2023).

Role theory has been used not only as a theorical framework but also as a conceptual framework because it relates to the individual behavior (Jackson & Schuler, 1992). Roles are perceived as boundary conditions between organizations and individuals (Jackson & Schuler, 1992). Moreover, roles are regarded as information channels from the organization to individuals (Jackson & Schuler, 1992). Role theory began as a metaphor, with actors and the roles they performed (Biddle, 1986). Individuals act differently based on the social role they play (e.g., being a parent, a student, or employee). Each role played by the individual is guided by the social setting they are in and the expectation of them; hence, our actions are predicated upon the contexts and roles we inhabit (Biddle, 1986).

The premise of job characteristics theory is to provide an analogy for enriching jobs based on core characteristics, aiming to motivate and increase employee satisfaction and performance (Ramli et al., 2020). The job characteristics may motivate and increase performance and employee satisfaction and reduce absenteeism and turnover (Morgeson et al., 2013). According to this theory, there is a relationship between the job's design and employee satisfaction, motivation, and performance. Thus, adequate job characteristics can lead to positive outcomes for employees, thereby increasing employee retention (Wang-Jin et al., 2013).
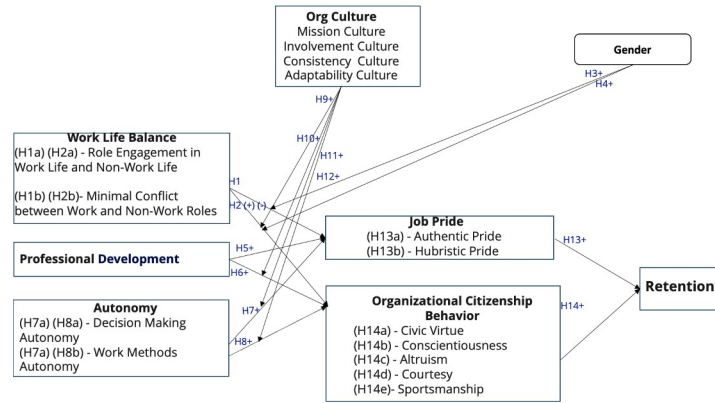
III. RESEARCH MODEL AND HYPOTHESES

Org Culture
Mission Culture
Involvement Culture
Consistency Culture
Adaptability Culture

Gender

H3+
H4+

H9+
H10+
H11+
H12+

Work Life Balance
(H1a) (H2a) - Role Engagement in Work Life and Non-Work Life

(H1b) (H2b)- Minimal Conflict between Work and Non-Work Roles

H1
H2 (+) (-)

Job Pride
(H13a) - Authentic Pride
(H13b) - Hubristic Pride

H13+

Professional Development

H5+
H6+

Retention

Autonomy
(H7a) (H8a) - Decision Making Autonomy
(H7a) (H8b) - Work Methods Autonomy

H7+
H8+

Organizational Citizenship Behavior
(H14a) - Civic Virtue
(H14b) - Conscientiousness
(H14c) - Altruism
(H14d) - Courtesy
(H14e)- Sportsmanship

H14+

Figure 1:

Variable	Definition	Source
Retention	Organizational systematic efforts that is created to foster and encourage employees diverse needs. When organizations takes action in keeping their employees motivated to stay in the organization and in return the employee will remain within the organization for a maximum period of time.	Kossivi et al., 2016; Shakeel & But, 2015
Work Life Balance	Engagement in multiple roles with an approximate equal level of attention, time, involvement or commitment.	Sirgy & Lee, 2016
Role Engagment in Work Life and Non Work Life	The tendecy to become fully engaged in the performance of every role in one's total role system to approach each role and role partner with an attitude of attentivenss and care.	Marks (1977); Marks and MacDemid (1996); Sieber (1974)
Minimal Conflict Between Work and Non Work Roles	Satisfaction and good functioning in work and family roles with minimum conflict.	Allen et al. (2000); Clark (2000), Kahn et al;. (1964): Galinsky and Johnson (1998)
Professional Development	Developing an employees disposition and capacities though effective preparation and improvement programs such as skill based training, participation in professional organizations such as conferences, workshops, and events.	Sitzman, 2015, Lee et al., 2010
Organizational Culture	Shared and learned values, beliefs, and attitudes of its members. Multifaceted abstraction with several dimensions that have varying degrees and direction of impact on employee's behavior.	Hellriegel & Solcum, 2011 Sheridan, 1992;Song, Tsui, & Law, 2009 Zeitsz et al., 1997
Mission Culture	When organizations have a clear vision of purpose and achievement of goals within their organization.	Denison & Mishra, 1995
Involvement Culture	Encouraging people in participating in different activities of an organisation and this participating caused members to feel possesion and be responsible.	Mortazavi- Abalvan, Shabani, Rajaeepoor, & Azarbakhsh, 2013
Consistency Culture	Common systems of opinions, values, and symbols understood by members of the organization.	Khakpoor, Pardakhtchi, Qahremani, Abulqasemi, 2009
Adaptability	Adaptable organizations translate the demands of the organizational environment into action.	Khakpoor, Pardakhtchi, Qahremani, Abulqasemi, 2009
Autonomy	Independence or freedom that an individual has in carrying out work assignment.	Hackman & Oldham, 1979
Decisions Making Autonomy	The degree in which employees can choose or modify the work goals and the evaluation criteria.	De Spiegelaere et al., 2015
Work Methods Autonomy	The degree of individual decision latitude concerning the procedures, methods, and ways in which the employee performs his/her work.	De Spiegelaere et al., 2015
Organizational Citizenship Behavior	When employees are willing to contribute to the organization above and beyond the formal definition of their job requirements.	Organ, 1988; Podsakoff, Mackenzie, Paine, & Bachrach, 2000
Altruism	It is formed by the voluntary behavior of the employee to help his colleagues in an organizational responsibility or with a problem. Altruism consists of principals based on voluntary behavior like assisting an absent colleague with his duties or another one with highly demanding responsibilities.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Courtesy	It is formed by an employee's asking other colleagues' advice on a decision in case they might be affected and inform them in advance.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Sportmanship	This dimension consists of principals like employees not complaining about organizational problems. Employees who are not complaining about unimportant problems at work make the organization's management easier.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Conscientiousness	It is formed by employees' fulfilling the organizations expectations with an excessive manner for some role behaviors. Having short breaks is an example of being fair.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Civic Virtue	It is formed by voluntary behaviors like following the changes and improvements in the organization and taking an active part for the acceptance of the changes and contributing with a positive manner to the organizations image.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Job Pride	Self conscious feeling of positive emotions experienced by an individual after an achievement expectation or social standard is surpassed.	Lewis, 2007
Authentic Pride	May stem from satisfaction of the desire or need to do valuable work, and to receive recognition for one's successes. Thus job pride can be understood as reflecting a particular form of satisfaction that is more circumscribed than overall job satisfaction, and thus more difficult to satisfice through minimal levels of accomplishment.	Tracy and Robins 2007
Hubristic Pride	Pride that is rooted in unfounded self-contentment.	Tracy and Robins 2007

Table 1:

Theoretical Development and Hypotheses

Work–life balance

Deery (2008) stresses that creating WLB for employees should be every organization's focus because it reduces turnover. Role theory suggests that job satisfaction decreases when an employee experiences conflict between their work and personal life (Khan et al., 1964), ultimately resulting in the employee leaving the organization (Beutell 2013; Urs & Schmidt, 2018). When work interferes with family affairs, the level of dissatisfaction increases among employees (Bruck & Spector, 2002). As a result, absenteeism increases and employees resign from their posts (Mansour, 2018). As suggested by Kelliher et al. (2018), there are different attachments to "life" (i.e., what people do outside the workplace). Thus, increasing employee's quality of life is crucial if organizations wish to attract and retain employees (Medina-Garrido et al., 2020). Casper et al. (2011) confirmed that when organizations promote WLB, loyalty increases. Work pride is positively linked to WLB (Nadeeshani & Nishanthi, 2020). Work–life balance is a topic of interest in industrial and organizational psychology research because it is an indicator of people's well-being (Pradhan et al., 2016). Thus, WLB depends on how the organization makes efforts to improve their employees' lives, which boosts the latter's self of belonging in their organization (Pradhan et al., 2016). Grover and Crooker (1995) posited that when organizations show concern for employees' lives outside of work and provide programs to enhance WLB, employees have a positive perception of their organization. This, in turn, encourages them to surpass their official job duties and cements their commitment to OCB (Pradhan et al., 2016).

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Therefore, we can propose the following hypotheses:

H1: As WLB increases, job pride increases.

H1a: As role engagement in working and non-working life increases, pride increases.

H1b: As role engagement in working and non-working life increases, OCB increases.

H2: As WLB increases, OCB increases.

H2a: As conflict between working and non-working roles decreases, pride increases.

H2b: As conflict between working and non-working roles decreases, OCB increases.

H3: Gender moderates the relationship between WLB and pride.

H4: Gender moderates the relationship between WLB and OCB.

Professional Development

Powerful motivators for job commitment include quality of life and career advancement; these are considered essential for every employee (Zhu et al., 2020). Arnold (2005) argues that learning and development opportunities are fundamental for improving employee retention. Similarly, Walsh and Taylor (2007) posit that, in addition to a competitive salary and benefits package, the degree to which the organization addresses professional development is a determinant factor in an employee's decision to leave the organization. In addition, Govaerts et al. (2011) affirm that when employees work in a constructive learning environment, they are more likely to work together.

Intrinsic motivators, such as promotion opportunities and greater responsibility in the workplace, are factors that enhance employee pride and OCB (Carver et al., 2010). The bond between employee and employer is strengthened when professional development programs are provided because opportunities for promotion are enhanced (Ackfeldt & Coote, 2005). Moreover, there is a positive relationship between professional development and OCB (Ackfeldt & Coote, 2005). In addition to increasing employees' engagement in an organization, promotion opportunities also decrease their turnover intention. Fair and transparent promotion policies encourage employees to stay (Anitha, 2014) because such policies boost engagement and employee satisfaction.

Research has indicated that employees become mentally attached to the organization when promotions are smooth and fair (Ahmed et al., 2017). Speed of promotion is one of the factors that directly impacts retention. Extrinsic benefits such as promotions, awards, recognition, and recommendations for further training and development indicate that the employee is appreciated by management and thereby enhance OCB (Ibukunoluwa et al., 2015). Extrinsic recognition is related to hubristic pride, which is related to success, satisfaction, and agreeableness. On the other hand, when there is no extrinsic pride, hostility, anger, and aggressive behavior are generated (Carver et al., 2010).

H5: As professional development increases, pride increases.

H6: As professional development increases, OCB increases.

Autonomy

When employees are given autonomy at work, they have the freedom to take on tasks without hesitation. Fortune companies found that when employees are given task autonomy, employee contribution, satisfaction, and performance increase (Lawler et al., 1995). Moreover, job autonomy gives employees control to do their job, leading to higher performance and satisfaction (Kouzes & Posner, 1975). In addition, when employees have autonomy, they have the flexibility to achieve more goals because they have the chance to demonstrate their capabilities and are free to use their creativity and find solutions (Hackman & Oldman, 1979). Kraemer et al. (2016) have found that highly autonomous employees show enhanced attributes and outcomes; they can also propose ideas and apply them to interactions with colleagues and supervisors (Weiner, 1985). Employees with high work autonomy are more likely to experience success and pride because they can make decisions that directly impact customer needs (Kraemer et al., 2016). Additionally, employee autonomy motivates employees to become more engaged in OCB (Pattnaik & Sahoo, 2021).

H7: As job autonomy increases, pride increases.

H7a: As decision-making autonomy increases, pride increases.

H7b: As autonomy regarding work methods increases, pride increases.

H8: As job autonomy increases, OCB increases.

H8a: As decision-making autonomy increases, OCB increases.

H8b: As autonomy regarding work methods increases, OCB increases.

Organizational Culture

Brenya and Tetteh (2016) posited that organizational culture exerts a powerful influence on employee morale as well as their intention to depart. When organizational culture is aligned with employees' goals and needs, it enhances their perception of quality of work, thereby concretizing employees' commitment to the organization while also enhancing their performance (Holston-Okae, 2017). Additionally, Davis (2018) confirms that when organizations maintain a positive and healthy culture, employees are less likely to leave. Other empirical research has shown employees' organizational commitment is influenced by culture (Mohanty & Rath, 2012). Inevitably, organizations change as a response to the external environment; culture is derived from these changes and provides ways for organizations to express and affirm their beliefs, values, and norms (Mohant & Rath, 2012). As stated by Trice and Beyer (1993), the organizational prominence of the social interplay encourages employees who exhibit OCB.

An organization with a mission-based culture defines its employees' roles by providing them with meaning and purpose within the organization (Denison et al., 2006). Such organizations define a course of action while providing a clear direction and goals. Because employees embody the organization, this contributes to their short- and long-term commitment to it and they are less likely to leave (Denison et al., 2006). Thus, companies stand to profit by supporting and encouraging their employees to become more engaged with their work and with their colleagues. Organizations that promote a culture of involvement believe that the decision process is collective; employee turnover

decreases because employees are involved in decision-making and solution implementation (Denison et al., 2014; Fey & Denison, 2003).

Furthermore, when there is less bureaucracy, employees act informally and do more work voluntarily. As a result, employees are empowered and have a strong sense of ownership. Therefore, their commitment to the organization is high and they are less inclined to leave (Kassem et al., 2018). Based on empirical studies, organizations with a culture of consistency have a clear code of conduct and provide guidance to their employees on how to do their work. As a result, their employees agree with each other and are committed (Kassem et al., 2018). Thus, a culture of consistency grants organizations and employees a source of stability and internal integration; employees at such organizations are highly committed and have no misconceptions regarding their roles. Control within these organizations is implicit because of common values based on employee commitment. Organizations that promote a culture of consistency have high levels of promotions; thus, their employees are less incline to leave (Denison et al., 2014). On the other hand, organizations that cultivate a culture of adaptability are usually risk takers; they can experience and create change and learn from their mistakes (Denison et al., 2006). Typically, organizations with an adaptable culture can react immediately to trends and anticipate future changes. Moreover, organizations with an adaptable culture create a system of norms and beliefs while supporting the organization's capacity to receive, interpret, and translate signals from its environment. Therefore, these organizations have increased chances of survival and growth while providing value to their customers and employees (Denison, et al., 2006).

Work–life balance can be strengthened when organizations strive to take care of their employees and devise policies that enhance WLB (Stankevičienė et al., 2021). Additionally, WLB strategies that focus on paying attention to employees' needs and recognize employees' achievements improve well-being (Stankevičienė et al., 2021). Egan et al. (2004) confirm that an organizational culture that is family-friendly, exhibits operational flexibility, and is run by supportive supervisors is crucial to attaining WLB. Santos et al. (2013) affirm that organizational culture is paramount for WLB. An organizational culture that promotes tolerance and is supportive provides its employees with opportunities to express issues related to their WLB (Santos et al., 2013). In turn, this enhances employee retention, OCB, productivity, work engagement, and well-being (Stankevičienė et al., 2021). Work–life balance is a major indicator of organizational support (McCarthy et al., 2013). Thus, when employees are treated with dignity and esteem, OCB increases (Lambert et al., 2013). Furthermore, when employees feel supported by their managers and supervisors, commitment and OCB increase as well (Harakaran & Thevanes, 2018).

H9: Organizational culture moderates the relationship between WLB and OCB; as organizational culture strengthens, WLB and OCB increase.

Murtiningsih (2020) affirmed that employee knowledge and behavior improve when organizations provide training. Moreover, an organizational culture that provides training and development programs is likely to align employees with the organization's strategies and goals (Murtiningsih, 2020). In addition, an organizational culture that provides employees with skills and knowledge helps employees perform better at their

jobs while also allowing them to adapt and grow as the organization evolves (Werner & DeSimone, 2011). Professional development programs help employees develop a specific skill that enhances employee productivity and increases organizational profitability (Robert & Outley, 2002). Thus, employees are expected to stay longer in organizations that promote a culture of professional development that meets their needs (Robert & Outley, 2002). Moreover, organizational policies that promote training and career development programs result in high employee retention (Murtiningsih, 2020). organizational citizenship behavior is enhanced when organizations invest in professional development that benefits both their employees as individuals and the organizations themselves (Jehanzeb, 2022). For instance, a 2009 study by Pierce and Maurer indicated that employees exceeded the official bounds of their job descriptions when they were given professional development opportunities (Jehanzeb, 2020).

H10: Organizational culture moderates the relationship between professional development and OCB; as organizational culture strengthens professional development, OCB increases.

Some cross-cultural studies have shown inconsistencies between normative characteristics and personal experiences that would promote better outcomes (i.e., the cultural fit hypothesis) (Li, 2019). The culture fit hypothesis assesses how well an employee's values, beliefs, and behaviors are aligned with the company's culture. When employees are given more control over their work, ensuring that they align with the culture of the organization contributes to favorable outcomes such as improved job satisfaction, job pride, and employee retention (Li, 2019). Carver et al. (2010) posited

that authentic pride is highly correlated with positive affective behavior. Organizational pride is based on present and future outcomes. Pride originates from characteristics that are economically driven, such as market position, company growth, company image, and brands (Gouthier & Rhein, 2011). Moreover, organizational culture, values, and traditions boost pride (Gouthier & Rhein, 2011). Organizational pride is evoked by the employee's perception of organizational practices and responsible interactions with stakeholders (Jones, 1995). In addition, a challenging work environment stimulates employee pride and corporate social responsibility (Katzenbach, 2003). Li and Hamamura (2010) confirm there is a positive effect when employees are given job autonomy, especially in a collectivistic culture (Li, 2019). In such context, the organization's support for collectivistic values results in higher levels of life satisfaction. Another study found that the best outcomes are obtained when the cultural values of the employee match those of the organization; for example, autonomy is most effective in organizations that value cultures of independence (Wu et al., 2015). Moreover, job autonomy is enhanced by employees' affective commitment to the organization, which is nourished by OCB (Cardona et al., 2004).

H11: Organizational culture moderates the relationship between job autonomy and pride; as organizational culture strengthens job autonomy, pride increases.

H12: Organizational culture moderates the relationship between job autonomy and OCB; as organizational culture strengthens professional development, OCB increases.

Pride

Here, we measure pride and OCB and their impact on retention to determine the partial mediating effect. High self-esteem is accompanied by authentic pride, which is in turn connected to an individual's accomplishments and tied to feelings of self-worth (Tracy & Robins, 2007). Employees who are proud of their jobs sustain positive identities, staying in their groups as they recognize the reputation and values offered by group affiliation; this in turn suggest the employee will tend to stay in the organization (Linh et al., 2023). Ineson and Brecht (2011) describe the relationship between job pride and job embeddedness and found that work pride is critical for retaining employees in the hotel industry (Linh et al., 2023). Hubristic pride is connected to actual accomplishments and a self-evaluative process (Tracy & Robins, 2007). In addition, providing a positive work environment that creates harmony between the employee and organization boosts employee pride (Özbezek et al., 2023). Furthermore, the organization's achievements also create a feeling of satisfaction and joy. Proud employees identify with the organization when satisfied with their jobs; therefore, they do not leave the organization (Özbezek et al., 2023).

H13: As job pride increases, employee retention increases.

H13a: As authentic pride increases, employee retention increases.

H13b: As hubristic pride increases, employee retention increases.

Organizational Citizenship Behavior

Podsakoff et al. (2009) conducted a meta-analysis confirming that OCB has a negative effect on turnover intention (r corrected = -22; K = 90; N = 26,510), indicating that employees who demonstrate OCB are more likely to remain at their organizations. Their findings corroborate those of Chen et al. (1998), who previously reported that organizations or groups with high levels of OCB experience low turnover.

Altruism is when one employee helps another voluntarily. According to Meyer et al. (1998), when an employee is committed, they are more inclined to help a colleague or another individual. Therefore, altruism has a positive correlation with helping behavior and a negative correlation with turnover intention. Helping a colleague complete a task or substituting for an absent colleague are examples of altruism. Chen et al. (1998) showed that helping behavior is more common in low-turnover environments; thus, helping behavior is negatively correlated with turnover intention. Sportsmanship means tolerating disagreements that are unavoidable in every organization (Organ, 1988). When employees are willing to tolerate minor personal inconveniences and handle work situations without accusations, appeals, complaints, grievances, or protests, managers avoid unnecessary stress and organizational energies are preserved for task accomplishment (Organ, 1997). Thus, good sportsmanship enhances workplace morale and reduces employee turnover (Podsakoff et al., 1990). An employee who requires the least possible level of supervision, is punctual, and has good attendance is an employee with exemplar attributes that allow conserving resources (Tambe & Shanker, 2014). Employees who are responsible citizens and require minimum supervision are highly conscientious (Podsakoff et al., 1990). These employees are not only dedicated to the

jobs but also surpass their work requirements by volunteering or working long hours (Organ, 1988). Gestures of courtesy help prevent disruptions caused by interpersonal problems (Organ, 1997). One example would be adding paper to the copy machine for workers to use. Employees who exhibit attributes of courtesy lessen intergroup conflicts and spend less time on conflict management activities (Podsakoff et al., 1990). The basis of courtesy is avoiding actions that would make a colleague work harder (Tambe & Shanker, 2014), such as by giving coworkers advance notice when there is additional work to be done. Encouraging a colleague who feels discouraged is another example of courtesy (Podsakoff et al., 1990). Civic virtue refers to behaviors that show an employee is readily available to participate in the organization's events and monitors the organizational environment for threats and opportunities (Podsakoff et al., 1990). Civic virtue includes the interests, commitments, and actions displayed by the employee. These behaviors are manifested when employees consider themselves part of the organization (Podsakoff et al., 1990). Researchers have found that civic virtue enhances performance and reduces customer complaints (Tambe & Shanker, 2014).

H14: As OCB increases, employee retention increases.

H14a: As employee altruism increases, employee retention increases.

H14b: As employee sportsmanship increases, employee retention increases.

H14c: As employee conscientiousness increases, employee retention increases.

H14d: As employee courtesy behavior increases, employee retention increases.

H14e: As employee civic virtue increases, employee retention increases.

IV.   RESEARCH METHODOLOGY

This study used a positivist approach and a deductive research method to investigate the factors influencing employee retention within the hotel sector in the United States. The deductive research process commenced with an existing theory, from which a hypothesis was formulated for testing. Subsequently, data were collected, analyzed, and tested in alignment with the hypothesis (Babbie, 2016, p. 51). This research design was supplemented with surveys as a measurement tool. A pilot study was conducted to ensure there were no concerns regarding discriminant validity. Participants in this pilot study received instructions regarding the study's overview, contextual background, research model, variable definitions, survey review guidelines, and a checklist of potential issues to consider while assessing the measurement instruments. Participants were asked to pinpoint questions that were unclear, double-barreled, or loaded. Subsequently, adjustments to the measurement instruments were made based on the feedback offered by the panel.

Participants and Procedure

The study population comprised individuals currently employed by hotels, and probability sampling was used to reduce sampling error. Probability sampling increases the likelihood of the sample representing the broader population, even though sampling errors are acknowledged as common and unavoidable (Thompson, 1999).

Three ethical principles should guide any study involving humans: respect for persons, beneficence, and justice. The Belmont report provides researchers with the regulatory standards that were established to protect human subjects in the United States.

Following ethical guidelines ensures a study's credibility (Yin, 2018). The consent forms should inform about the study's background, policies, procedures, benefits, risks, and data privacy (Hammersley, 2015). The guidelines of Florida International University to protect participants were followed. The first step was to obtain IRB approval, for which the IRB application was submitted in April. Other ethical considerations included voluntary participation, withdrawal, and confidentiality. Participation was voluntary; therefore, the participants had option to withdraw at any time. Confidentiality is guaranteed when the researcher does not reveal the identity of a given person but only their response (Babbie, 2016, p. 67). All information was stored at Florida International University (Mango building) to ensure data security.

Research Design

A descriptive research design was used. Sampling control was used to manage extraneous factors, incorporating age, position title, tenure, and education as control variables. A descriptive approach was used as we attempted to answer a "what is/are" question (Hedrick et al., 2011). Regressions, correlations, normality tests, exploratory factor analysis (EFA), and CFA were used to assess the relationship between the control variables. Qualtrics was used to send the questions to the sample population. The sample size for the pilot study was 55 participants, and the sample size for the main study was 170 individuals; however, this number decreased to 99 participants after data clean-up.

Measurements

Earl Babbie (2016) recommends surveys as an optimal data collection method for social researchers seeking original data from a large and challenging-to-reach population (Babbie, 2021, p. 250). We used standardized surveys to collected data, minimizing bias through a consistent question order and delivery. Participants had the option to complete the survey online, or via their phone, with clear instructions of the expected duration to ensure they understood the task (Hardy & Ford, 2014).

Data Collection and Sample

Connect (Cloud Research) was used for population targeting. Connect reaches the target population for data collection, particularly for online surveys. Qualtrics was used to generate the survey questions. The report was exported from Qualtrics to Excel, after which the data were cleaned up and transferred to SPSS for review and analysis. Method reliability means obtaining the same data regardless of the how many times the observations are repeated (Babbie, 2016). Carmines and Zeller (1979) identified three primary methods for assessing reliability: test-retest, internal consistency reliability, and alternative forms. Different results may be obtained in tests and retests depending on the period between the tests. SPSS was used to identify outliers and descriptives as well as to perform regression, tests of normality and reliability, and EFA. We also used Jamovi for the descriptive statistics and CFA. We included only individuals working in hotels located in the United States for a minimum of 12 months to ensure this study remained specific to our target population.

Pilot Data Collection

Informed Pilot

For the pilot study, CloudResearch was used to gather responses from 60 participants. The data were exported to Excel. When there was a failure to answer the attention checks correctly, complete the survey in less than three minutes, or provide the connect ID, the responses were removed. As a result, we were left with 45 responses (15 were removed), which were uploaded to SPSS for review and analysis. We conducted dimension reduction on all of the constructs to ensure they remained at .50. Dependent variable retention was excluded to avoid the cross-loading of factors. Reliability, validity, outer loadings, path coefficients, and discriminant validity were also tested.

Descriptive Statistics of the Pilot Study

The sample comprised 45 participants, of whom 23 (51.1%) were female and 22 (48.09%) were male. The predominant age range was 35–44 years (42.2%). Regarding education level, 18 (40.0%) had graduated high school or had obtained a GED, five (11.1%) had attended trade school, 21 (46.7%) had an associate degree, and one (2.2%) had a bachelor's degree. Regarding their positions, 16 (35.6%) had non-managerial roles, 17 (37.8%) were supervisors, and 12 (26.7%) were managers. Eight (17.8%) had worked in the hotel sector for 1 to 3 years, 16 (35.6%) had worked for 3 to 6 years, 10 (22.2%), for 6–10 years, and 11 (24.4%), for more than 10 years. Fifteen (33.2%) participants worked for non-brand hotels whereas 30 (66.7%) worked for brand hotels.

Results: Revised Instruments - EFA

An EFA was conducted using SPSS to test the validity and reliability of the results. The pilot study helped us identify which questions had to be removed or reevaluated due to being problematic or not assisting in verifying our hypotheses. Additionally, we conducted a Kaiser–Meyer–Olkin (KMO) test to determine sampling adequacy, ensure that our factor analysis had enough common value, and reduce the likelihood of extracting weak factors that might not reflect patterns in the data accurately. As a result, we modified our model and eliminated six questions.

Instruments, Scales, and Survey Construction

The survey included two qualifiers, seven control questions, and 89 survey instruments, which were adapted and modified from several scales. The questionnaire comprised four sections: Section A captured the independent variables based on scales established in earlier studies. Four items were borrowed from Mansour and Tremblay (2016) to measure WLB and one was added; in total, five items were used. The following are examples from the WLB section of the questionnaire: *"I have enough time for leisure activities because of my job," "I have never been in a suitable frame of mind to participate in leisure activities because of my job."* We borrowed the scale from Ross (2022), with a total of seven items, to measure professional development. The following is an example from the questionnaire: *"I see training as a tool of employee motivation to work better."* We used the established scale designed by Hackman and Oldham (1971) to capture autonomy; the following is an example from the questionnaire: *"The job allows me to make a lot of decision on my own."* We used a combination of scales from Ross

(2022), Balzer et al. (1997), and Dabke et al. (2008) to capture promotion opportunities; the following is an example from the questionnaire: *"Promotion opportunities motivate me to be engaged at work."* In addition, we used the scale designed by Denison and Mishra (1995) to capture organizational culture; the following is an example from the questionnaire: *"There is a long-term purpose and direction."*

Section B was dedicated to measuring pride, using the seven items from Gouthier and Rhein (2011) and Cable and Turban (2003). The following is an example from the questionnaire: "*I feel proud to work for my company."*

Section C was dedicated to capture OCB levels. Twenty-two items were borrowed from Podsakoff et al. (1990). The following is an example from the questionnaire: *"I willingly help my colleagues in their absence."*

Section D measured retention with the six-item combined scales from Das and Baruah (2013). An example from the questionnaire concerning retention was: *"I am likely to stay in this organization for the next five years."*

A five-point Likert scale (1 = "strongly disagree"; 5 = "strongly agree") was used for the measurements. A total of 89 measurements were used in this study.

<div align="center">Sample Frame and Data Collection for the Main Study</div>

Connect (Cloud Research) and LinkedIn were used to test the hypotheses because they allowed us to target adults living in the United States, aged 18 years and older, and working in the hotel sector. A total of 170 participants were recruited using both platforms. We treated data omission and incomplete responses as indicated by Hair et al. (2010). Seven respondents did not complete the survey, 36 did not meet the criterion of

working in the hotel sector, and seven were not based in the United States. Moreover, eight respondents marked the same responses for all questions, five answered all 80 questions in less than three minutes, and eight failed to answer the attention check questions. All of these were removed. Thus, we were left with 99 responses out of a total of 170. The median response duration was 8 minutes 25 seconds, and the average response duration was 10 minutes 33 seconds.

Demographics in the Main Study

The demographic characteristics that were incorporated into the survey included age, gender, years of service, education, position rank, and hotel affiliation/brand. Questions such as name, address, and birth date were excluded from the survey.

Control, Qualifiers, and Attention Checks

We added six control variables to enhance the reliability and validity of the survey. Although these were also identified as demographic variables, they were added as control variables to enhance the accuracy of the responses. We also added two qualifiers in the beginning of the survey to ensure that the target of interest was captured. Participants who did not meet the qualifiers were thanked for their time and were directed to end the survey. Furthermore, we added three attention checks along the survey to ensure participants were engaged.

Survey Administration and Distribution

Data Collection and Sample

Connect (CloudResearch) was used for population targeting. CloudResearch participants were paid a monetary compensation of $7.50 for a completed survey. We also used LinkedIn to ensure we had enough respondents, although no monetary compensation was provided to LinkedIn participants. The survey questions were generated in Qualtrics, and the report was exported from Qualtrics to Excel. The data were cleaned up and transferred to SPSS for review and analysis.

Data Presentation, Analysis, and Interpretation

SPSS was used to test the hypotheses. An outlier test was used to eliminate data that might affect the analysis. Descriptive statistics was conducted to analyze the demographics of our population. We tested our hypotheses using ANOVA, t-tests, and correlations tests. A multiple regression analysis was performed, and normality was tested to ensure that our statistical analysis assumptions were met. We also conducted reliability tests and EFA. In addition, we used Jamovi for the descriptive statistics and CFA.

Examining the Data Using SPSS.

We used SPSS to examine the effects of the independent variables, moderators, and mediators on the dependent variable. The following procedures were used to determine the effects on the dependent variable.

1. Descriptive analysis was used to understand and summarize the data distribution. We condensed the data into summaries that would be more manageable to interpret, such as the mean, median, and variability measures like the range and variance. Descriptive analysis also provided us with a basic understanding of the overall structure and shape of the data.

2. Outliers were used to exclude data that might adversely impact the analysis. To this end, we conducted an examination to identify outliers. This process allowed us to go back and examine the data to ensure there were no mistakes in data entry, measurement errors, or incorrect values. We returned to each entry to ensure response consistency. Outliers were retained in the dataset after thoroughly reviewing each entry to ensure all natural variations within our population were included. We also verified that all responses were consistent and represented valid data points.

3. Inferential analysis allowed us to summarize the confidence interval for p. Assuming that the null hypothesis was true, we denoted α as the significance level used in hypothesis testing to reject the null hypothesis. The p value was used to determine the strength of the evidence against the null hypothesis. The significance level was set to 5%.

4. The normality of the distribution was tested to determine whether the data were normally distributed (histograms, quantile-quantile (Q-Q), and box plots). The Kolmogorov–Smirnov and Shapiro–Wilk tests were used for this purpose. If $p < 0.05$, we rejected the null hypothesis.

5. The *t*-test and ANOVA were used to determine whether two groups were statistically different from each other. Both tests guided our hypothesis testing and decision-making process.

6. Regression analysis is a tool that allows for a comprehensive evaluation of the strengths, significance, and predictive power (expressed as R, R^2, and adjusted R^2, respectively) of the relationships between the variables. Multiple-predictor regression was used to determine the relevance of the hypotheses. The R^2 value explains the variance of the independent variable and determines the strength of the relationships between the independent variables, mediators, moderators, and dependent variable.

7. Exploratory factor analysis (EFA) helped us uncover latent variables and explain pattern correlations between a set of variables.

8. Factor loading was used to identify the correlation between the factors. Grouping was reduced based on whether the factors were loaded under the same variable. The Kaiser's criterion was that eigenvalues >1 were associated with each factor representing the variance explained by that particular factor.

9. Reliability was used to determine the proportion of the variance attributed to the latent variable. The reliability of an aggregated scale captures how much variance in the scale is due to the latent variable. A coefficient of at least .70 indicates reliability.

V. RESULTS

	Age	Gender	Years of service	Organization	Rank level	Education
N	99	99	99	99	99	99
Missing	0	0	0	0	0	0
Mean	2.75	1.43	2.75	2.91	1.45	2.74
Median	3	1	3	1	2	3
Standard deviation	1.04	0.498	1.22	3.29	1.29	1.46
Minimum	1	1	1	0	0	1
Maximum	5	2	4	8	4	5

Table 2: Descriptive statistics and frequency *ALL*

Table 3: Descriptive statistics and frequency - Age

Age	Counts	% of total	Cumulative %
18–24	9	9.10%	9.10%
25–34	35	35.40%	44.40%
35–44	34	34.30%	78.80%
45–54	14	14.10%	92.90%
55–64	7	7.10%	100.00%

Table 4: Description and frequency – Years of Service

Years of Service	Counts	% of total	Cumulative %
3-Jan	24	24.20%	24.20%
6-Mar	16	16.20%	40.40%
10-Jun	20	20.20%	60.60%
10+	39	39.40%	100.00%

Table 5: Description and frequency – Position Rank

Rank	Counts	% of total	Cumulative %
Non-management	33	33.30%	33.30%
Supervisor	14	14.10%	47.50%
Manager	36	36.40%	83.80%
Executive	6	6.10%	89.90%
Director	10	10.10%	100.00%

Table 6: Description and frequency – Education

Education	Counts	% of total	Cumulative %
High school	38	38.40%	38.40%
Trade school	1	1.00%	39.40%
Associate's	15	15.20%	54.50%
Bachelor's	39	39.40%	93.90%
Master's	6	6.10%	100.00%

Table 7: Description and frequency – Gender

Gender	Counts	% of Total	Cumulative %
1 Female	56	56.60%	56.60%
2 Male	43	43.40%	100.00%

Table 8: Description and frequency – Organization

Organization	Counts	% of Total	Cumulative %
Non-brand	46	46.50%	46.50%
Brand	53	53.60%	53.60%

Hypotheses

Table 9: Work Life Balance

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
As WLB is increases, job pride is expected to increase.	0.192	0.073	0.259	0.067	0.057	2.641	.010b	2.644	6.976	Supported
As role engagement in work life and non-work life increases, pride is expected to increase.	0.18	0.064	0.276	0.076	0.067	2.825	0.006b	2.997	7.982	Supported
As role engagement in work life and non-work life increases, OCB is expected to increase.	0.19	0.042	0.419	0.176	0.167	4.548	0.001b	0.161	20.682	Supported
As WLB increases, OCB is expected to increase.	0.197	0.048	0.385	0.148	0.139	4.108	0.001b	2.802	16.876	Supported
As minimal conflict between work and non-work roles decreases, pride is expected to increase.	0.093	0.062	0.15	0.022	0.012	1.491	0.139b	0.883	2.223	Not supported
As minimal conflict between work and non-work roles decreases, OCB is expected to increase.	0.09	0.043	0.209	0.044	0.034	2.106	0.038b	0.827	4.435	Supported

Table 10: Professional Development

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
As professional development increases, pride is expected to increase.	0.281	0.076	0.35	0.122	0.113	3.674	.001b	4.815	13.498	Supported
As professional development increases, OCB is expected to increase.	0.278	0.049	0.499	0.249	0.242	5.678	.001b	4.717	32.245	Supported

Table 11: Work Autonomy

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
As job autonomy increases, pride is expected to increase.	0.192	0.07	0.268	0.072	0.062	2.736	.007b	2.823	7.483	Supported
As decision making autonomy increases, pride is expected to increase.	0.21	0.067	0.304	0.092	0.083	3.141	.002b	3.639	9.868	Supported
As work methods autonomy increases, pride is expected to increase.	0.143	0.068	0.209	0.44	0.034	2.102	.038b	1.717	4.417	Supported
As job autonomy increases, OCB is expected to increase.	0.132	0.049	0.265	0.07	0.061	2.705	.008b	1.326	7.319	Supported
As decision making autonomy increases, OCB is expected to increase.	0.14	0.046	0.292	0.085	0.076	3.006	.003b	1.611	9.035	Supported
As work methods autonomy increases, OCB is expected to increase.	0.102	0.047	0.215	0.046	0.037	2.172	.032b	0.877	4.717	Supported

Moderator

Table 12: Gender

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
Gender moderates the relationship between WLB and pride.	0.307			0.067	0.057		0.002	2.644	6.976	Supported
	-0.063	0.037	-0.228	0.094	0.076	-1.404	.0092c	1.862	5.008	Supported
Gender moderates the relationship between WLB and OCB.	0.197			0.148	0.139		.001b	2.802	16.876	Supported
	-0.56	0.024	-0.293	0.194	0.177	-2.325	0.001c	0.166	11.523	Supported

Table 13: Organizational Culture

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
Organizational culture moderates the relationship between WLB and OCB; as organizational culture strengthens WLB and OCB would be expected to increase.										
	0.083	0.083	0.019	0.285	0.27	4.29	<.001c	2.696	19.154	Supported
Mission	0.049	0.015	0.58	2.36	0.22	3.322	<.001c	2.231	14.828	Supported
Involvement	0.066	0.015	0.763	0.286	0.271	4.296	<.001c	2.699	19.186	Supported
Consistency	0.047	0.018	0.537	0.206	0.189	2.64	<.001c	1.946	12.441	Supported
Adaptability	0.056	0.017	0.613	0.232	0.216	3.232	<.001c	2.191	14.482	Supported
Organizational culture moderates the relationship between professional development and OCB; as organizational culture strengthen professional development and OCB would be expected to increase.										
	0.044	0.016	0.497	0.302	0.288	2.695	<.001	2.857	20.793	Supported
Mission	0.019	0.013	0.248	0.265	0.25	1.439	<.153	2.508	17.337	Not supported
Involvement	0.036	0.012	0.448	0.311	0.296	2.915	0.004	2.935	21.619	Supported
Consistency	0.03	0.014	0.345	0.286	0.271	2.218	<.029	2.704	19.235	Supported
Adaptability	0.031	0.015	0.0342	0.281	0.266	2.063	<0.042	2.66	18.792	Supported
Organizational culture moderates the relationship between job autonomy and pride as organizational culture strengthen job autonomy and pride would be expected to increase.										
	0.066	0.027	0.533	0.127	0.109	2.461	0.016	2.497	6.965	Supported
Mission	0.42	0.018	0.361	0.119	0.101	2.277	0.025	2.349	6.496	Supported
Involvement	0.57	0.022	0.506	0.133	0.115	2.605	.001c	2.619	7.358	Supported
Consistency	0.047	0.024	0.391	0.106	0.088	1.932	.005c	2.096	5.713	Supported
Adaptability	0.017	0.023	0.135	0.077	0.058	0.736	0.463	1.514	3.995	Not supported
Organizational culture moderates the relationship between job autonomy and OCB; as organizational culture strengthen job autonomy and OCB would be expected to increase.										
	0.81	0.17	0.945	0.244	0.228	4.694	<.001c	2.304	15.47	Supported
Mission	0.045	0.012	0.562	0.185	0.168	3.685	<.001c	1.752	10.925	Supported
Involment	0.065	0.014	0.84	0.239	0.223	4.611	<.001c	2.257	15.055	Supported
Consistency	0.047	0.016	0.572	0.144	0.126	2.833	<.001c	1.364	8.092	Supported
Adaptability	0.52	0.015	0.59	0.17	0.152	3.391	<.001c	1.603	9.804	Supported

Table 14: Pride

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
As job pride increases, employee retention would be expected to increase.	0.562	0.15	0.355	0.126	0.117	3.737	<.001b	12.463	13.964	Supported
As Authentic pride increases; employee retention would be expected to increase	0.549	0.11	0.451	0.203	0.195	4.978	<.001b	20.152	24.781	Supported
As hubristic pride increases; employee retention would be expected to increase.	0.083	0.105	0.08	0.005	-0.004	0.789	0.432	0.632	0.623	Not supported

Table 15: Organizational Citizenship Behavior

Hypothesis	B	Std. Error	Standard Coefficient Beta	R^2	Adjusted R^2	t	Sig.	Mean Square	F	Supported/Unsupported
As OCB increases, employee retention would be expected to increase.	0.965	0.211	0.422	0.178	0.169	4.578	<.001	17.596	20.958	Supported
As employee altruism increases, employee retention would be expected to increase.	0.343			0.047	0.037		0.032	4.632	4.759	Supported
As employee sportsmanship increases, employee retention would be expected to increase.	0.51	0.132	0.365	0.133	0.124	3.862	<.001	13.199	14.917	Supported
As employee conscientiousness increases, employee retention would be expected to increase.	0.143	0.167	0.087	0.008	-0.003	0.859	.393b	0.747	0.737	Not supported
As employee courtesy behavior increases, employee retention would be expected to increase.	0.515	0.147	0.335	0.112	0.103	3.497	<.001	11.088	12.23	Supported
As employee civic virtue increases, employee retention would be expected to increase.	0.526	0.138	0.362	0.131	0.122	3.819	<.001	12.944	14.585	Supported

Demographics' Descriptive Statistics

The sample consisted of 99 participants, of whom 56.57% were female and 43.43% were male. The predominant age range was 25–34 years (35.5%). Regarding education level, 38.4% of participants had graduated high school or had obtained a GED, 15.2% had an associate's degree, 39.4% had a bachelor's degree, and 6.1% had a master's degree. At work, 33.3% had non-managerial roles, 14.1% were supervisors,

36.4% were managers, 10.1% were directors, and 6.10% were executives. As for industry-relevant experience, 24.2% had worked in the hotel sector for 1 to 3 years, 16.2% had worked for 3 to 6 years, 20.2% for 6 to 10 years, and 39.4% had worked in the industry for more than 10 years. Most participants (53.5%) worked for brand hotels and 46.5% worked for non-brand hotels. We examined the indirect effects of the independent variables (WLB, professional development, and autonomy) on the outcome variable (retention) through the mediating variables (job pride and OCB) and explored how these relationships were moderated by organizational culture and gender.

Key Findings of the Moderating Effect

1. Gender significantly moderates the relationship between WLB and pride ($p < 0.002$), supporting the hypothesis that gender plays a moderating role in how WLB affects job pride.

2. Gender significantly moderates the relationship between WLB and OCB ($p < 0.001$), supporting the hypothesis that gender moderates the relationship between WLB and OCB.

3. All types of organizational culture (mission, involvement, consistency, and adaptability) significantly strengthen the relationship between WLB and OCB ($p < 0.001$).

4. Involvement, consistency, and adaptability significantly strengthen the relationship between professional development and OCB ($p < 0.001$). However, a mission culture does not ($p > 0.153$).

5. Mission, involvement, consistency cultures significantly moderate the relationship between job autonomy and Pride. However, adaptability culture does not ($p >$ 0.463).

6. All types of organizational culture (mission, involvement, consistency, and adaptability) significantly strengthen the relationship between job autonomy and OCB ($p < 0.001$).

Key Findings of the Mediator Effect

1. Authentic pride improves employee retention ($p < 0.001$)

2. Some dimensions of OCB (altruism, sportsmanship, courtesy, and civic virtue) improve employee retention ($p < 0.001$).

VI.   SUMMARY, CONCLUSION AND IMPLICATIONS

Summary of the Study

This study aimed to identify the determining factors that affect employee retention in the U.S. hotel sector. This topic is of interest because a high turnover harms hotels in particular and organizations in general. The negative effects tied to low retention and high turnover include lower organizational productivity, service inconsistencies, disruptions, and financial impacts.

Work–Life Balance

Our findings regarding WLB and its impact on both job pride and OCB confirm that as WLB improves, job pride also increases. Employees who are able to balance their working and non-working lives experience pride while working for their respective organizations. Our findings support prior research indicating that employees who effectively manage their personal and professional lives tend to experience positive emotional states related to their jobs. Likewise, individuals who are highly engaged in both their working and non-working lives tend to experience greater job pride. This finding is important for organizations because having employees who are engaged and motivated at work is conducive to job satisfaction and cultivates a proud, effective workforce. Engagement is connected to WLB and to enjoyment in multiple domains within the organization, which results in employees taking pride in their organizations and the work they do there. Furthermore, positive role engagement can have a spillover effect on OCB: When employees are engaged in their professional and personal lives,

they feel more invested in their organizations and are also more likely to engage in discretionary behavior. On the other hand, when there is minimal conflict between working and non-working roles, pride does not increase. Thus, our hypothesis was rejected. Our findings reveal that pride is more impacted by role engagement than conflict reduction. Thus, pride appears to be more connected to engagement or active participation in the professional and personal sphere than to the absence of conflict. We can infer that pride contributes to work engagement and achievements; thus, minimizing negative experiences such as conflict has no effect on pride. In addition, psychological concepts that focus on learning and vitality may more effectively foster pride than programs focused on minimizing conflict.

On the other hand, our hypothesis that minimal conflict between working and non-working roles enhance OCB was supported, indicating that minimizing the conflict between work and personal roles increases OCB. Employees are likely to go above and beyond their duties and take on extra tasks to contribute to their organization when they experience fewer role conflicts. This is because employees have emotional and cognitive resources available to them. Moreover, although role conflict does not affect pride, it does affect OCB. Thus, when employees experience less conflict, it can predicted that they will also experience lower stress, tension, and burnout—and, ultimately, that they will engaging more in OCB.

Professional Development

This study revealed that professional development is a highly significant predictor of employee retention. The high significance supports our hypothesis that when organizations provide employees with opportunities for growth and professional development, employees are less likely to leave their organizations because they feel the organization is investing in them and cares about them. Additionally, there is a significant positive relationship between professional development and pride, suggesting that employees feel proud when they perceive that their organization is providing them with opportunities for learning and development. This may be due to the employee feeling that their personal and professional goals are aligned with those of the organization, and is related to the feeling of accomplishment and mastery of skills. Job satisfaction and positive work attitudes are positively linked to pride. Thus, to improve employee morale, organizations should provide employees with professional development opportunities. The positive effect of professional development on OCB suggests that when employees feel that their organization supports their career growth, they are more likely to exhibit OCB, such as by going "above and beyond the call of duty," helping colleagues, or working conscientiously.

Autonomy

This study confirmed that employees feel more pride in their organizations when they experience higher job autonomy. This finding underscores the importance of job autonomy, which enhances intrinsic motivation. Furthermore, this observation aligns with the self-determination theory. Our findings support the hypothesis that employees feel a

sense of belonging, are motivated, and are the happiest when they are given the freedom and flexibility to tackle their work as they see fit. When employees feel that they have autonomy and control over their decision-making processes, they are more likely to feel pride in their organization because they feel empowered to assume authority in their daily duties and to decide—using their own agency and expertise, which the organization implicitly recognizes and values—how best to get the job done. As a result, employees are more likely to get the work done as they value and enjoy their tasks and are not being forced or pressured by the organization. Furthermore, our findings revealed that job autonomy not only strengthens pride but also motivates employees to become involved in behaviors that transcend their ordinary work responsibilities. Our findings also demonstrate that when employees feel they have control over their day-to-day work duties and responsibilities, they are more likely to make contributions to the organization's success by helping their colleagues, taking on additional tasks, or generally evincing civic virtue in their day-to-day behaviors.

<p style="text-align:center">Pride</p>

The findings reveal that as employee job pride increases, employee retention increases as well. In other words, employees who take pride in their work are more likely to stay with the organization. This may be due to the employee feeling a sense of accomplishment with their job duties and as their personal investment in the job. Thus, the hypothesis that an increase in authentic pride improves employee retention was supported. Self-worth, effort, and achievement play an important role in employee retention: When employees feel authentic pride in their organization, they are more likely

to stay because they feel supported, accomplished, and valued for their hard work and dedication.

Thus, organizations whose leaders would seek to cultivate authentic pride among their employees must focus on providing their employees with clear and timely feedback mechanisms, setting realistic and achievable goals, and fostering a growth mindset. However, hubristic pride does not impact retention. Hubristic pride is connected to self-centered arrogance, not achievement. Our findings confirm that hubristic pride is the less desirable form of pride in terms of retention because it does not help prevent a high turnover. Experiences tied to hubristic pride are not long-lasting connections and are not rooted in genuine accomplishment. Hence, when comparing authentic and hubristic pride, authentic pride has a stronger impact on employee retention, whereas hubristic pride yields no such benefit. In summary, pride based on achievements and positive contributions to the organization is more impactful than a self-glorifying behavior.

Organization Citizenship Behavior

Employees who demonstrate high levels of OCB are more likely remain with their organizations because they feel a sense of belonging and commitment. Organizations that promote teamwork, recognize employees for their hard work and dedication, and reward those who surpass expectations are more likely to retain their staff. Altruism also had a positive relationship with retention, although the proportion of variance to retention was small. Employees who help others without expecting anything in return tend to remain with the organization because altruistic employees cultivate an environment where the values of teamwork and collaboration thrive, which enhances mutual support and in turn

leads to stronger social bonds at work. Companies that provide employees with mentorship programs, teamwork-building activities, and supportive initiatives such as peer-to-peer support experience high levels of retention. Sportsmanship had a significant relationship with retention; employees who exhibit sportsmanship contribute to a positive work environment as they are more resilient under less-than-ideal circumstances, in turn reducing turnover. Organizations that encourage a culture where employees remain solution-oriented during challenges and that provide stress management programs are prone to high employee retention. Employees who are courteous are more likely to stay in their organization as they are part of an environment that is cooperative and respectful and that encourages employees. Furthermore, organizations that offer employees workshops related to conflict resolution, interpersonal communication training, and a collaborative environment foster courteous behaviors. This study also revealed that employees who are involved in organizational governance, are informed about the company's policies, and attend meetings both inside and outside the organization feel more connected to their employer and are less likely to leave. Thus, organizations that cultivate a culture of civic virtue, encourage employee participation in organizational issues and decision-making processes, and empower employees are likely to retain their employees.

On the other hand, no significant relationship was found between conscientiousness and employee retention. Although employees who exhibit conscientiousness are more committed and reliable than employees who do not, their intention to remain with the organization may depend on other factors, such as growth,

development, rewards, and recognition opportunities. Hence, organizations should reward conscientiousness by aligning these employees with career pathway opportunities and showing them that their diligence is recognized and valued by the organization.

<div align="center">Organizational Culture</div>

The different dimensions of organizational culture play a pivotal role as moderators of an organization's culture, WLB, and OCB. We show how organizational culture acts as a buffer by aligning employees' WLB and OCB. The dimensions of adaptability and involvement exhibited the strongest moderating effect, suggesting that when organizations create an adaptable environment and a culture where participation is welcomed, a healthy WLB is encouraged and employees exhibit more OCB. Our findings regarding the moderating effect of organizational culture between professional development and OCB indicate that organizations that show an culture of involvement and consistency facilitate professional development and result in high levels of OCB among employees. The moderating effect of organizational culture and the relationship between job autonomy and pride suggests that the subdimension of adaptability does not moderate this relationship; rather, involvement and mission cultures are the most significant.

When employees have more control over their work, they tend to feel a stronger sense of pride in their job. As mentioned above, feelings of pride become even more pronounced in organizations that are mission-oriented and encourage active employee participation. When organizations foster an environment where employees are involved and have a say in the decision-making process, job pride is enhanced, particularly when

individual contributions are valued and supported. Therefore, employees exhibit high levels of OCB when they have the freedom to make decisions and manage their tasks as they see fit (i.e., the employees do not feel as though they are being micro-managed).

Gender

Gender does not significantly affect retention, although there was a slight difference in the scores of females and males. Furthermore, there was no significant difference in authentic pride between females and males: Both appeared to have similar levels of authentic pride, with males having a slightly higher mean (4.1943) than females (4.2571). Likewise, gender had no effect on hubristic pride: The mean scores were similar, with males scoring 4.1953 and females, 4.2471. Furthermore, there were no differences between males and females regarding WLB conflicts. Males had a mean score of 3.3023, compared to females' 3.2045, suggesting that males feel slightly less WLB conflict. The same can be said for OCB's civic virtue, for which females had a mean score of 3.9432, slightly higher than males' 3.7267. OCB's courtesy dimension did not show significant differences between genders, with females scoring a little higher (4.1161) than males (4.0657). A similar result was obtained for OCB sportsmanship, although the mean score for males (3.5907) was slightly higher than for females (3.5172). On the other hand, our results confirm that there is a significance difference between females and males when it comes to working and non-working roles, where males reported higher engagement in balancing them (3.6124) than females (3.2045). OCB's altruism showed significant differences between females and males, with males scoring higher (a mean of 4.5625) than females (4.3455). Additionally, OCB's conscientious

exhibited significant differences between females and males: Males scored higher than females with a mean of 3.8384 compared to females' 3.7670, suggesting that males are more conscientious.

Limitations

Because of the nature of our DBA program, we had to submit the data within a couple of months and were able to capture the responses only for a short period. As human beings, we evolve based on our experiences and the vicissitudes of life. I believe that the long-term effect of employee retention and its role in WLB, autonomy, professional development, and OCB could have been better understood if the study had been longer. Furthermore, a cross-sectional design to capture changes from one variable to another would have benefited the study. For example, an employee who has been in the hotel sector for three or four years in sales and marketing (or any department for that matter) would be more interested in an organization's offer of professional training and development opportunities—but one year later, that same employee might be starting a family and find themselves more interested in working for an organization the promotes a healthy WLB. Another scenario would be an employee just starting with the organization: That employee may not be interested in work autonomy; rather, they would prefer to have less control over their day-to-day work. Moreover, a cross-sectional study would have been useful to capture the short- and long-term effects of employee retention. Because this was a quantitative study, its research design was inherently limited in its ability to comprehend why certain relationships exist. By contrast, approaching the same phenomena using a qualitative research design may offer valuable insights not only

because it would allow us to observe our variables for an extended period, but also because it would allow us to conduct interviews or focus groups. Such methods of data collection enable the researcher to ask follow-up questions and identify the nuances that accompany employees' experiences with pride, autonomy, or organizational culture. Although we used CloudResearch and LinkedIn, we relied on self-reported response data, which might have led to response bias. When conducting surveys or interviews, we risk response bias when participants answer a question in a certain way because they believe that one response may reflect more favorably upon them than another. Additionally, there could be confounding variables, meaning other factors may contribute to the organizational conditions that affect personal commitment. Finally, we used gender and organizational culture as mediating variables; however, other variables that might have been examined include leadership style and team dynamics. The mediating effects of the four leadership styles—and whether they affect retention, pride, or OCB—can also be considered limitations of this study because we could have considered the specific departments where employees work as a control variable. In this way, adding the department as a control variable could have offered additional insights because retention may be higher in some departments. For example, human resources or engineering may experience higher levels of retention than the front office or housekeeping department. Future research should aim to address these limitations.

Conclusion

Although the research specifically focused on retention in the hotel sector, all types organizations can use this research to identify, improve, and provide actions to their

employees that can be used to increase retention. Organizations must first identify the factors that may contribute to turnover. Focusing on turnover first is crucial as a way of directly addressing and improving retention. When organizations focus on turnover, they gain insights into the root issue as to why employees are leaving. Could employees be leaving due to poor WLB, lack of professional development, compensation, or insufficient job autonomy? Organizations would also have a way to determine whether the organization has a positive culture. By identifying these factors, organizations become more aware of the issue, which would allow them to set target strategies that will not only strengthen the work environment but will also increase retention. The study revealed that a "one blanket statement" cannot be used for all situations. Strategies that are targeted have a more substantial impact on satisfaction and retention.

Implications

Our findings confirm that if organizations wish to retain their employees, they need to focus on creating a culture that is supportive, empowers employees, and provides adequate WLB. Thus, if organizations wish to keep their employees, they should focus on creating strategies aiming to maintain or create a positive organizational culture. Denison (1997) affirms there is evidence of the effects of organizational culture on employees' performance, productivity, attitudes, engagement, loyalty, job satisfaction, and retention. Hence, organizations must create a strong culture that shapes employees' practices and behaviors. A culture that is confusing, inconsistent, and lacks values creates an atmosphere of dissatisfaction and disloyalty among employees. Developing and understanding an organization's culture is easy; there are many ways in which

organizations can grasp where they stand. For example, organizations can use standardized culture questionnaires, such as that developed by Denison and Neele, which is widely considered the best in the industry. Organizations can also interview employees and conduct cross-section interviews such as focus groups. Moreover, an external entity specialized in its people, culture, and cultural change could be contracted to conduct surveys, evaluate the results, and provide the organization with strategies on how to strengthen their organizational culture. Furthermore, it would be beneficial for group members to be educated on the organization's ideals and be reminded of the importance of building a strong organizational culture. Building a strong organizational culture plays a crucial role in employees' job satisfaction and the organization's success. Cultural training focused on effective culture management is an investment that can markedly influence the success of the organization. In addition, because organizations that promote a positive WLB also cultivate job satisfaction among their employees, organizations should strive to foster a healthy WLB. In the hotel sector, working from home would be impossible for employees in many posts. If working from home or providing employees with hybrid work arrangements is not possible, then alternatives such as flexwork arrangements may be considered. A flexwork schedule allows employees to modify their arrival and departures times outside of the traditional 9 AM to 5 PM. Nevertheless, there are core hours when an employee must be onsite, and these should be taken into consideration. However, having open communication with employees and leaders grants organizations solutions that provide employees with the flexibility they need to have a healthy WLB. Our findings also suggest that gender plays a significant role in how women and men view their WLB and organizational pride. Thus, creating gender-

inclusive organizational polices is imperative. Moreover, this study confirmed that employees are more inclined to remain with an organization when they are provided with professional development opportunities. Furthermore, when organizations invest in employees and provide them with training, coaching, and learning programs, pride and OCB are enhanced. This is because employees who obtain such benefits are willing to "go above and beyond the call of duty." Nonetheless, organizations should remember that professional development programs must be tailored to each employee's needs. Finally, job autonomy plays a positive role in enhancing employee retention and organizational pride. Employees who experience job and decision-making autonomy in the workplace are more proud of their organization and thus less likely to leave it. Therefore, organizations should create an environment that empowers (and does not micro-manage employees). Granting freedom to employees to make their own decisions on how to complete their work enhances job satisfaction and thus, in turn, retention.

Suggested Further Research

Although we discussed the impact of gender on WLB, pride, and job autonomy, future research should pursue a deeper understanding of how professional development, job autonomy, pride, and organizational culture affect female and male experiences and their retention. For example, research on gender and career advancement in the early and late stages could be expanded to consider age, tenure, education, and position title. Miller and Wheeler (1992) reported that women with longer tenure at their organizations were more likely to leave because, over time, they were more likely to become dissatisfied with the lack of opportunities for professional development and career growth.

The underlying reasons why one group might be less satisfied and more likely to leave an organization could also be examined in more detail, as many associated factors remain unclear (Miller & Wheeler, 1992). Such differences may be attributable to discrimination that cannot be explained by tenure, age, or education but perhaps may be related to performance, performance appraisal, or higher expectations. Our findings revealed that career development bolstered pride and OCB. Thus, future research can examine professional career development in several stages of an employee's life. For example, it is essential to determine whether there is a greater impact for employees who undergo career development early versus those who undergo career development mid-career or in their senior years. A longitudinal study may be the ideal approach to such phenomena because it would allow the researcher to examine the changes over time in the relationship between autonomy and pride and how they affect retention. Questions such research may seek to answer might include: *Is there a plateau effect for employees who experience high levels of autonomy, which may lead to employee pride and retention? Does it increase or decrease over time?*

The COVID-19 pandemic forced many organizations to find new solutions to sustain their business activities. Many organizations sought remote or hybrid work arrangements as a suitable response to ensure continuity. Given the widespread popularity of remote and hybrid work, it would be of interest to examine whether employees experience different levels of pride and WLB in remote-work versus office-work settings. Additionally, another suggestion is to examine the effects of remote or hybrid work on WLB and its consequences on employees' well-being and mental health.

Many studies have indicated that rather than diminishing productivity, remote work can improve productivity because of its positive effects on WLB, gender equity, and practical work, which are components of a healthy working life. Further research could also examine the interaction effect of how autonomy and organizational culture affect flexible work environments. Ferreira et al. (2021) reported that technology can impact employees because it increases their independence. Thus, future research may consider investigating the reliance on workplace technology. For example, exploring how specific digital platforms and tools affect employee pride or autonomy may be one fruitful avenue for future research, which might seek to answer such questions as: *Does technology help employees feel more empowered? Does technology create obstacles for employees, limiting their sense of control and accomplishment?*

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APPENDIX I: SAMPLE PILOT LETTER

Cover Letter and Instructions for Informed Pilot Participants

Dear Informed Pilot Participant,

Thank you so much for your willingness to provide your insights regarding the ***"What are the Factors that Affect Retention in the hotel sector in the United States?"*** study. Based on empirical studies, turnover has a huge impact in the U.S. economy, causing annually a loss of an estimated $5 trillion; these losses are shown in earning reductions as well as an average of 38% reduction in stock prices. On the other hand, retention increases organizations' profitability, customer loyalty, productivity, and reduces employee turnover cost (Park & Min, 2020). Shifting workforce has been an ongoing problem in the hospitality industry, retention which leads to reduction in turnover has been on top of mind within many organizations (Ghani et al., 2022).

In this study, you are asked to join other expert panel members to critique a draft of the survey instrument intended to be used for data collection in this study. We greatly appreciate your interest to share your expertise in survey design by assisting in the development of the survey instrument. To direct you in this task, please find below an overview and context of key elements of this study and specific directions for your tasks.

Study overview

To achieve this objective, we proposed a conceptual model (Figure 1) in which the factors influencing turnover intention are located on the left, these factors are categorized into five independent groups: Work life Balance, professional development, promotion opportunities, organizational culture which is manifested by four degrees: Mission, Involvement, Consistency, and Adaptability, and finally autonomy. You will also notice that pride and organizational citizenship behavior is in the middle of the model – this is because we are saying that there is a mediating effect between the independent groups> pride > retention and organizational citizenship behavior > retention. The definitions are provided in (Figure 2).

Context

In today's competitive workforce, to understand what employers need to do to recruit and retain their employees effectively, we must first identify the factors that are impacted by retention. organizational systematic efforts that is created to foster and encourage employees diverse needs (Kossivi et al., 2016). In other words, employee retention, means when organizations takes action in keeping their employees motivated to

stay in the organization and in return the employee will remain within the organization for a maximum period of time (Shakeel & But, 2015). Therefore, this research aims to determine what are the factors that affect retention in the hotel sector in the United States. By identifying and understanding these factors, recruiters and managers can set strategies within their organizations that will help attract and retain talent.

In the service sector the hospitality industry has emerged as one of the top growing (Chawala & Singla, 2021) in the U.S. The hospitality industry is projected to be the fastest growing, adding approximately 1.3 million jobs over 2021-2031 (Bureau of Labor Statistics, 2022). In the coming century, the hospitality industry is expected to face many challenges, which will make recruitment, selection, and retaining effective employees even more critical (Manhattan et al,, 1997). As indicated by the Society of Human Resources Management (SHRM), not only does the hospitality industry have to deal with the negative perception, competition from the gig economy, high turnover, and low unemployment, the industry must also deal with its explosive growth which will make it even more difficult to staff the nations hotels, motels, and resorts (SHRM, 2020).
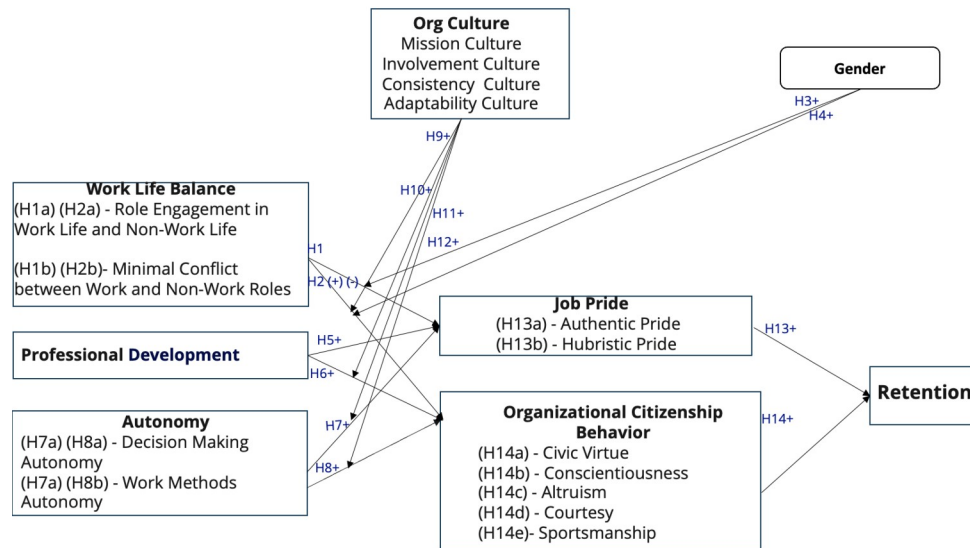
Figure 2:

Table 16 :

Variable	Definition	Source
Retention	Organizational systematic efforts that is created to foster and encourage employees diverse needs. When organizations takes action in keeping their employees motivated to stay in the organization and in return the employee will remain within the organization for a maximum period of time.	Kossivi et al., 2016; Shakeel & But, 2015
Work Life Balance	Engagement in multiple roles with an approximate equal level of attention, time, involvement or commitment.	Sirgy & Lee, 2016
Role Engagment in Work Life and Non Work Life	The tendecy to become fully engaged in the performance of every role in one's total role system to approach each role and role partner with an attitude of attentivenss and care.	Marks (1977); Marks and MacDemid (1996); Sieber (1974)
Minimal Conflict Between Work and Non Work Roles	Satisfaction and good functioning in work and family roles with minimum conflict.	Allen et al. (2000); Clark (2000), Kahn et al;. (1964): Galinsky and Johnson (1998)
Professional Development	Developing an employees disposition and capacities though effective preparation and improvement programs such as skill based training, participation in professional organizations such as conferences, workshops, and events.	Sitzman, 2015, Lee et al., 2010
Organizational Culture	Shared and learned values, beliefs, and attitudes of its members. Multifaceted abstraction with several dimensions that have varying degrees and direction of impact on employee's behavior.	Hellriegel & Solcum, 2011 Sheridan, 1992;Song, Tsui, & Law, 2009 Zeitsz et al., 1997
Mission Culture	When organizations have a clear vision of purpose and achievement of goals within their organization.	Denison & Mishra, 1995
Involvement Culture	Encouraging people in participating in different activities of an organisation and this participating caused members to feel possesion and be responsible.	Mortazavi- Abalvan, Shabani, Rajaeepoor, & Azarbakhsh, 2013
Consistency Culture	Common systems of opinions, values, and symbols understood by members of the organization.	Khakpoor, Pardakhtchi, Qahremani, Abulqasemi, 2009
Adaptability	Adaptable organizations translate the demands of the organizational environment into action.	Khakpoor, Pardakhtchi, Qahremani, Abulqasemi, 2009
Autonomy	Independence or freedom that an individual has in carrying out work assignment.	Hackman & Oldham, 1979
Decisions Making Autonomy	The degree in which employees can choose or modify the work goals and the evaluation criteria.	De Spiegelaere et al., 2015
Work Methods Autonomy	The degree of individual decision latitude concerning the procedures, methods, and ways in which the employee per-forms his/her work.	De Spiegelaere et al., 2015
Organizational Citizenship Behavior	When employees are willing to contribute to the organization above and beyond the formal definition of their job requirements.	Organ, 1988; Podsakoff, Mackenzie, Paine, & Bachrach, 2000
Altruism	It is formed by the voluntary behavior of the employee to help his colleagues in an organizational responsibility or with a problem. Altruism consists of principals based on voluntary behavior like assisting an absent colleague with his duties or another one with highly demanding responsibilities.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Courtesy	It is formed by an employee's asking other colleagues' advice on a decision in case they might be affected and inform them in advance.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Sportmanship	This dimension consists of principals like employees not complaining about organizational problems. Employees who are not complaining about unimportant problems at work make the organization's management easier.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Conscientiousness	It is formed by employees' fulfilling the organizations expectations with an excessive manner for some role behaviors. Having short breaks is an example of being fair.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Civic Virtue	It is formed by voluntary behaviors like following the changes and improvements in the organization and taking an active part for the acceptance of the changes and contributing with a positive manner to the organizations image.	Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990)
Job Pride	Self conscious feeling of positive emotions experienced by an individual after an achievement expectation or social standard is surpassed.	Lewis, 2007
Authentic Pride	May stem from satisfaction of the desire or need to do valuable work, and to receive recognition for one's successes. Thus job pride can be understood as reflecting a particular form of satisfaction that is more circumscribed than overall job satisfaction, and thus more difficult to satisfice through minimal levels of accomplishment.	Tracy and Robins 2007
Hubristic Pride	Pride that is rooted in unfounded self-contentment.	Tracy and Robins 2007

Instructions for Review of Survey and Related Materials

Review of the survey

The respondent will be an individual that have worked or are currently working in the hotel industry. The survey consists of two (2) parts:

1. Respondents' attributes – intended to capture demographic information.
2. Respondents' thoughts about retention and its factors

As a reviewer, you are requested to review and evaluate the survey questionnaire. Specifically, we are asking you to evaluate each question as well as the overall flow of the survey and provide feedback of your evaluation. We ask for all suggestions to improve the overall survey instrument.

When you open the reviewer version of the survey, you will find each question and an input box where you may provide feedback related to the question. Please consider the following **potential issues** in evaluating each question:

- Is the question *clear and understandable*?
- Does the question rightly measure the variable of interest
- Is the question *double barreled*? Double Barreled Questions cover more than one topic. And" or "or" within a question usually makes it double-barreled.
- Is the question *leading?* A leading question suggests to the respondent that the researcher expects or desires a certain answer.
- Is the question *loaded?* A loaded question asks the respondent to rely on their emotions more than the facts. Loaded questions contain "emotive" words with a positive or negative connotation.
- Is the question *confusing?* A confusing question lacks clarity making it difficult for the respondent to comprehend the question in the desired/required manner.
- Is the question *ambiguous?* An ambiguous question is open to more than one interpretation and has a double meaning.
- Is the question *easy to understand and answer*? If the respondent can easily understand and answer the question using the provided response choices.

Please direct any questions regarding this study or the instructions provided herein to:

<div align="center">

Name: Erika Abreu

Phone: 917.750.4583

Email: Eabre034@fiu.edu

</div>

APPENDIX II: SURVEY INSTRUMENT

Boundary and Control Variables

Table 17

Boundary Variables	ITEMS	QUALIFIERS (2)
Hospitality Industry	QUL1	Are you currently working in the hotel sector?
Location	QUL2	What country is your organization located?
CONTROL VARIABLES	**DEM**	**DEMOGRAPHIC (6 Items)**
Age	CON1AGE	What is your age group?
Gender	CON2GEN	Which of the following genders do you most identify with? (Select one) Male / Female
Yrs of Experience	CON3YRS	Select how long you have been working in the hotel sector (Select the appropriate time range)
Brand Type	CON4ORG	What organization do you work for?
Management Level	CON5LVE	What is your level of employment (Select the appropriate level)
Education	CON6EDU	What is your highest level of completed education?

Dependent Variable

Table 18

DIMENSIONS	ITEMS	Retention- Organizational systematic efforts that is created to foster and encourage employees diverse needs. When organizations takes action in keeping their employees motivated to stay in the organization and in return the employee will remain within the organization for a maximum period of time. Kossivi et al., 2016; Shakeel & But, 2015. (6 items)
Retention	RET1	I am likely going to stay in this organization for the next five years.
	RET2	I would not change my employment from my organization easily.
	RET3	For me, my organization is the best of all possible organizations to work for.
	RET4	If I want to do another job or function, I would look first at the possibilities for advancement
	RET5	I see a future a future for myself within this organization.
	RET6	I love working for this company.

Independent Variable

Table 19

DIMENSIONS	ITEMS	**Work Life Balance** - Engagement in multiple roles with an approximate equal level of attention, time, involvement or commitment. Sirgy & Lee, 2016. The tendecy to become fully engaged in the performance of every role in one's total role system to approach each role and role partner with an attitude of attentivenss and care. Marks (1977); Marks and MacDemid (1996). Satisfaction and good functioning in work and family roles with minimum conflict. (11 items)
Role Engagment in Work Life and Non Work Life	**Role Engagement**	The tendecy to become fully engaged in the performance of every role in one's total role system to approach each role and role partner with an attitude of attentivenss and care.
Role Engagment in Work Life and Non Work Life	WROL1	My job provides me with the flexibility to engage in meaningful activities outside of my work that are important to me.
	WROL2	Because of my job, I am in a better mood at home.
	WROL3	When things are going well in my personal life, I am in a better mood at work.
	WROL4	My work is fueled by the energy I draw from my personal life.
	WROL5	I feel that I allocate appropriate amounts of time to both work and non - work activities.
	WROL6	I am able to accomplish what I would like in both my personal and work lives.
Minimal Conflict Between Work and Non Work Roles	**Minimal Role Conflict**	Satisfaction and good functioning in work and family roles with minimum conflict.
Minimal Conflict Between Work and Non Work Roles	WCON1	My personal life helps me prepare for the next day's work.
	WCON2	The things I do at work help me deal with personal issues at home.
	WCON3	I am rarely too tired to be effective at work because of things I have going on in my personal life.
	WCON4	When I am work, I selcom worry about things I need to do outside of work.
	WCON5	I rarelyt struggle to complete my work due to being distracted by personal issues.
DIMENSIONS	**ITEMS**	**Promotion Opportunities** - Advancement of employee to a higher post with greater responsibilities and higher salary, better service conditions and thus higher status. Mahapatro, 2010 (4 items)
Promotion Opportunities	PRM1	When available, I take advantage of promotion opportunities in my organization.
	PRM2	Promotion opportunities within my organization motivates me to be engaged at work.
	PRM3	In my organization promotion is given based on merit (i.e. job expertise and performance)
	PRM4	I see promotion opportunities in my organization as a tool for keeping me engaged at work.
DIMENSIONS	**ITEMS**	**Professional Development** - Developing an employees disposition and capacities though effective preparation and improvement programs such as skill based training, participation in professional organizations such as conferences, workshops, and events. Sitzman, 2015, Lee et al., 2010 (5 items)
Professional Development	PRD1	Training other employees on a regular basis in my organization keeps me engaged to work.
	PRD2	I see training in my organization as a tool of motivating employees to work better.
	PRD3	I believe proper training in my organization will lead to greater employee retention.
	PRD4	Consistent training in my organization helps with employees performing better at work.
	PRD5	Developmental programs in my organization help promote employee engagement.
DIMENSIONS	**ITEMS**	**Autonomy** -Independence or freedom that an individual has in carrying out work assignment. The control employees have over their work schedule, the work timing, and sequencing. Hackman & Oldham, 1979 (11 items)
Subfactor	**Work Schedule**	The degree of individual decision latitude concerning the procedures, methods, and ways in which the employee per- forms his/her work.
Work Schedule Autonomy	WSA1	My job allows me to make my own decisions about how to schedule my work.
	WSA2	My job gives me the flexibility to prioritize tasks and determine their order.
	WSA3	My job allows me to plan how to do my work.
	WSA4	My job is such that I can decide when to do particular work activities.
Subfactor	**Decision Making**	The degree in which employees can choose or modify the work goals and the evaluation criteria.
Decision Making Autonomy	DMA1	My job gives me a chance to use my personal initiative or judment in carrying out the work.
	DMA2	My job allows to make a lot of decisions on my own.
	DMA3	I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives).
	DMA4	My job provides me with significant autonomy in making decisions.
Subfactor	**Work Methods**	The degree of individual decision latitude concerning the procedures, methods, and ways in which the employee per- forms his/her work.
Work Methods Autonomy	WMA1	In my organization, I am allowed to decide how to go about getting my job done (the methods to use).
	WMA2	My job gives me comsiderable opportunity for independence and freedom in how I do my work.
	WMA3	In my organization, I am able to choose the way to go about my job (the procedures to utilize)

Moderator

Table 20

DIMENSIONS	ITEMS	Orginizational Culture - Shared and learned values, beliefs, and attitudes of its members. Multifaceted abstraction with several dimensions that have varying degrees and direction of impact on employee's behavior. Denison et al, 2005 (21 items)
Subfactor	**Mission**	**When organizations have a clear vision of purpose and achievement of goals within their organization.**
Mission Culture	MISCU1	My organization has a clear vision of the future.
	MISCU2	My organization's goals are clearly defined.
	MISCU3	My organization's objectives are clearly defined.
	MISCU4	I am aware of my organization's long term goals.
	MISCU5	My individual goals are aligned with my organization's goals.
	MISCU6	My organization has a compeling vision for the future.
Subfactor	**Involvement**	Encouraging people in participating in different activities of an organisation and this participating caused members to feel possesion and be responsible.
Involvement Culture	INVCU1	I believe all employees in my organization are empowered to provide suggestions.
	INVCU2	Employees in my organization are encouraged to be proactive.
	INVCU3	In my organization business planning involves everyone in the process.
	INVCU4	I feel empowered by my organization to make decisions related to my work.
	INVCU5	My organization promotes teamwork and collaboration.
Subfactor	**Consistency**	Common systems of opinions, values, and symbols understood by members of the organization.
Consistency Culture	COSCU1	In my organization the leaders lead by example.
	COSCU2	In my organization the managers lead by example.
	COSCU3	In my organization there is a clear and consistent set of values that governs the way we do business.
	COSCU4	In my organization our approach to doing business is very consistent and predicatable.
Subfactor	COSCU5	People from different parts of my organization share a common perspective.
Adaptability Culture	**Adaptability**	Adaptable organizations translate the demands of the organizational environment into action.
	ADACU1	My organization pays attention to its external environments, especially its customer.
	ADACU2	My organization is willing to take risks.
	ADACU3	I believe that my organization is able to change when needed.
	ADACU4	My organization has the resources to implement change.
	ADACU5	My organization is able to anticipate internal and external environmental changes.

Mediator

Table 21

DIMENSIONS	ITEMS	Pride- Conscious feeling of positive emotions experienced by an individual after an achievement expectation or social standard is surpassed. Tracy and Robins 2007 (10 items)
Subfactor	Authentic Pride	Self conscious feeling of positive emotions experienced by an individual after an achievement expectation or social standard is surpassed.
Authentic Pride	AUTP1	When I feel proud about my job in my organization, I feel accomplished.
	AUTP2	When I feel proud about my job in my organization, I feel ike I am achieving something
	AUTP3	When I feel proud about my job in my organization, I feel confident.
	AUTP4	When I feel proud about my job in my organization, I feel a sense of self worth.
	AUTP5	When I feel proud about my job in my organization, I feel fulfilled.
Subfactor	Hubristic Pride	Pride that is rooted in unfounded self-contentment.
Hubristic Pride	HUBR1	When I feel proud about my job in my organization, I feel arrogant.
	HUBR2	When I feel proud about my job in my organization, I feel conceited.
	HUBR3	When I feel proud about my job in my organization, I feel egotistical.
	HUBR4	When I feel proud about my job in my organization, I feel snobbish.
	HUBR5	When I feel proud about my job in my organization, I feel pompous.
DIMENSIONS	ITEMS	Organizational Citizenship Behavior (OCB). When employees are willing to contribute to the organization above and beyond the formal definition of their job requirements.Organ, 1988; Podsakoff, Mackenzie, Paine, & Bachrach, 2000 (22 items)
Subfactor	Civic Virtue	It is formed by voluntary behaviors like following the changes and improvements in the organization and taking an active part for the acceptance of the changes and contributing with a positive manner to the organizations image.
Civic Virtue	CVT1	I participate in optional events that enhance the organization's image.
	CVT2	I keep abreast of changes in the organization.
	CVT3	I belive I understand what is best for the firm.
	CVT4	I read and keep up with organization announcements, memos, and so on.
Subfactor	Conscientiousness	It is formed by employees' fulfilling the organizations expectations with an excessive manner for some role behaviors. Having short breaks is an example of being fair.
Conscientiousness	CST1	At work, I do not spend time on personal calls.
	CST2	At work, I do not engage in non work related talk.
	CST3	I obey my organization's rules even when no one is watching.
	CST4	I will come to work early if needed.
	CST5	I obey my organization's regulations even when no one is watching.
Subfactor	Sportsmanship	This dimension consists of principals like employees not complaining about organizational problems. Employees who are not complaining about unimportant problems at work make the organization's management easier.
Sportsmanship	SPO1	I willingly help my colleagues - even when they are not around.
	SPO2	I do not focus on what's wrong, rather I focus on the positive side.
	SPO3	I do not critize the organization's actions.
	SPO4	I do not critize the organization's decisions.
	SPO5	At work, I do not exaggerate minor issues.
Subfactor	Courtesy	It is formed by an employee's asking other colleagues' advice on a decision in case they might be affected and inform them in advance.
Courtesy	CRT1	I try to avoid creating problems for co workers.
	CRT2	I consider the impact of my actions on co workers.
	CRT3	I attend voluntary functions for the organization.
	CRT4	I help organize get togethers.
Subfactor	Altruism	It is formed by the voluntary behavior of the employee to help his colleagues in an organizational responsibility or with a problem. Altruism consists of principals based on
Altruism	ALT1	At work, I help others who have been absent.
	ALT2	At work, I help other who have heavy work loads.
	ALT3	At work, I help orient new people even though it is not required.
	ALT4	At work, I willingly help others who have work related problems.

APPENDIX III: TIMELINE

April 2024 – June 2025

Table 22

	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Submit research proposal	▓														
Refine proposal based on feedback	▓														
Modification /Creation of Measurement Scale	▓														
Submit IRB	▓														
Final work session with mock proposal defenses	▓														
Assigned chair		▓													
Finalize measurement scale			▓												
Informed Pilot			▓												
Informed Pilot - send out survey				▓											
Informed Pilot data collecting /Review				▓	▓										
Finalize measurement scale for hypotheses test				▓	▓										
Continue working on proposal					▓	▓									
Dissertation Defence						▓									
Survey - hypotheses testing						▓									
Data collection						▓									
Enter data in SPSS						▓									
Analyze data						▓									
Write results section							▓								
Final write up							▓								
Submit final document								▓							
Defend Disertation													▓	▓	▓

ERIKA ABREU - PENA

2000–2004	B.A. Hospitality Management CUNY, New York City College of Technology Brooklyn, NY
2006–2010	Area Sales Manager Willow Hotel Group New York, NY
2011–2015	Director of Sales Cassa Hotel Group - A Viceroy Hotel Group New York, NY
2016–2018	M.A. Science in Education CUNY, Brooklyn College Brooklyn, NY
2018–2019	Teacher Stanley Eugene Public School Brooklyn, NY
2019–2020	Director of Sales & Marketing Cambria Hotel Group New York, NY
2020–2021	Director of Sales & Marketing Hyatt Place - West Palm Beach West Palm Beach, FL
2021–2025	Benefits Specialist The GEO Group Boca Raton, FL
2025–Present	Benefits Analyst The GEO Group Boca Raton, FL
2022–Present	Doctoral Candidate Florida International University Miami, FL