5-6-2018

The Role of Reflection in Predicting Stress Coping, Turnover, Absenteeism, and Lateness: A Study of the Hospitality Industry

Hicham Jaddoud

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The Role of Reflection in Predicting Stress Coping, Turnover, Absenteeism and Lateness: A

Study of the Hospitality Industry

By

Hicham Jaddoud

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Executive Doctorate in Business

In the J. Mack Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

ROBINSON COLLEGE OF BUSINESS

2018

ACCEPTANCE

This dissertation was prepared under the direction of the *HICHAM JADDOUD* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

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ACKNOWLEDGEMENTS

First, I would like to thank my Committee Chair, Dr. Todd Maurer for the guidance and support over the past a few years. Dr. Maurer have set an example of excellence as a researcher, instructor and mentor. My sincere gratitude to you for your patience, immense knowledge, and expertly professional communication. My thanks go to my dissertation Committee members, Dr. Debra Cannon and Dr. Subhashish Samaddar for the stimulating discussions, insightful comments, and hard questions.

Special thank you to Dr. Shalini Gopalkrishnan for her dedication in assisting students with passion. I feel fortunate and appreciative for being one of the many students that she has positively influenced.

I would like to express my appreciation to Dr. Lars Mathiassen for all the guidance and wisdom he has shown me the past couple of years. Dr. Lars' support has opened numerous doors and opportunities for me that I never would have had. Thank you to Dr. Louis Grabowski for the enlightenment and continued availability. You represent the exacting standards that all aspiring scholars should uphold.

Thanks to my friends, fellow graduate students, and GSU employees and faculty members for their support and for a wonderful journey. I owe a huge part of it to you.

Of course, the real credit goes to my mother and father, Saadia and Omar, for forming my character and instilling in me the self-confidence and will to take the journey. I am eternally grateful to my siblings, Keltoum, Meriem, and Issam, for their unconditional love, support, encouragements, and patience.

I had to justify for time off from work; changed jobs three times, moved out across the country with my job, travelled to China, navigated the trickiness of getting this dissertation completed from across the oceans, in office, plane and hotel rooms; juggled between conflicting role responsibilities as a student, researcher, and professional hospitality executive often not in that order or more often than not, all at once, overcome cynicism over the value of a Doctoral Degree first from others, and occasionally, from demons within. As such, and with much gratitude, I dedicate the success of this work to each one of you. Thank you for your love and for that you bring to my life.

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ABSTRACT

The Role of Reflection in Predicting Stress Coping, Turnover, Absenteeism and Lateness: A

Study of the Hospitality Industry

by

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May 2018

Chair: Todd Maurer

Major Academic Unit: Executive Doctorate in Business

Occupational stress has become a serious concern in organizational studies, causing undesirable outcomes such as employee withdrawal behavior, which includes voluntary turnover, absenteeism, and lateness. The negative effects of stress are especially a problem in the hospitality industry. Therefore, stress coping strategies are an important focus in research, and it is worthwhile to understand the differences among hotel employees that may predispose them to cope effectively with stress. One factor in an organizational environment that may influence coping is reflection in relation to challenging experiences that occur at work. To the extent that employees constructively reflect on challenges experienced at work in a way that provides them insight into the challenges and possible ways to deal with them in the future, this tendency should help employees develop strong stress coping mechanisms. In such manner, employees are more likely to rely on effective stress coping strategies, and this may contribute to lesser employee withdrawal (e.g. turnover intentions, absenteeism, and lateness). This research assessed the role of an employee's tendency to constructively reflect on challenging experiences in predicting stress coping and employee withdrawal (turnover, absenteeism, and lateness). I measured two underlying dimensions of reflection: causal analysis (CA) focusing on internal and changeable personal characteristics, and

future improvement (FI) implications for those qualities. Employing partial least squares structural equation model (PLS-SEM), I explored the relationship between these two dimensions of the reflection process – CA and FI, Positive and Negative Stress Coping (PSC & NSC), and the three withdrawal behaviors. I expected those who display high amounts of these reflection tendencies to cope more effectively with stress and to exhibit fewer withdrawal behaviors (i.e. less turnover, absenteeism and lateness).

The hypothesized sequence of effects was: reflection (CA & FI)→ stress coping strategies (PSC & NSC)→ employee withdrawal (turnover, absenteeism, and lateness).

Results showed that the future improvement dimension of reflection was related to more positive stress coping and also unexpectedly related to more negative stress coping. Further, negative stress coping was related to more withdrawal in the form of absenteeism and turnover. While turnover, absenteeism, and lateness are important issues in the hospitality industry literature, reflection as a means to effective stress coping strategies and stress coping being related to withdrawal in the hotel business represents a new stream of research in an industry where stress and withdrawal are important to better understand. Results of the study are discussed in terms of implications for future research and practice.

Keywords: occupational stress, reflection, stress coping strategies, turnover, absenteeism, lateness, hospitality industry, partial least squares equation modeling, PLS-SEM

I INTRODUCTION

"By three methods we may learn wisdom: First, by reflection, which is noblest; second, by imitation, which is easiest; and third by experience, which is the bitterest." - Quote attributed to Confucius

This study examines the relationship between reflection, stress coping strategies, and employee withdrawal behaviors such as turnover intentions, absenteeism, and lateness in the hospitality organizational context. For the purpose of this study, hospitality will be defined as 'an establishment that provides accommodations, meals, entertainment, and other services related to traveling and leisure'. In this study, hotels, motels, resorts, lodges, inns, theme parks, Bed & Breakfast, casino hotels, cruise line hotels were included in this definition. By and large, hospitality and tourism employees have been underrepresented in stress and coping research (Law, Pearce, & Woods, 1995). Literature on the hospitality industry suggests that stress, as a driver of several negative outcomes, is a significant issue in the lodging industry. Due to the complex and constantly changing nature of the hospitality industry, which presents a variety of stimuli, I expect that the work environment becomes a source of stress for the hotel business personnel. Workers are aware that they will face demanding work conditions – individuals who can't tolerate those conditions don't opt for hospitality careers. At the macro level, Lo & Lamm (2005) argues that hospitality workers are at risk of the "boiled frog" syndrome – the inability or unwillingness to react to a sinister: increasingly stressful work environment. The questions that arise are how hospitality employees cope with occupational stress and how this in return has the potential to reduce negative outcomes. Organizational stress causes a variety of problems in the workplace, including the potential of withdrawal behavior such as turnover (Sonnentag & Frese, 2003), absenteeism (Webster & Bergman, 1999), and lateness (Dwyer & Ganster, 1991). Workplace

stress coping strategies have become an important topic in research because of their crucial significance to employees and organizations. In this study, "stress coping mechanisms" and "stress coping strategies" are being used interchangeably.

Given the negative impacts of stress on employee wellbeing and productivity, it's pivotal for organizations to understand the strategies employees use to cope with stress, and how employees effectively deal with challenging situations in a way that leads to effective coping.

In the hospitality industry, work stress has been considered one of the most major issues facing hotel managers (Ross, 1995). Employees in the hotel business suffer from stress for different reasons. Tiyce, Hing, Cairncross, and Breen (2013) concluded that employment conditions, unstable shifts, emotional labor, and legal responsibilities are among the stressors in the hospitality and gaming industry. According to Kao, Cheng, Kuo, and Huang (2014), front-line hospitality employees encounter numerous stressors: interactions with customers, organizational members, and performing daily work. In research conducted by Moncrief et al. (2008), productivity pressures, workplace culture, corporate restructuring, and volume and complexity of workload were identified as stressors in the workplace. Employees in the hospitality context reported stressors on 40-62% of days compared to a national U.S. diverse sample of subjects who reported stressors on only 25-44% of days (Almeida & Horn, 2004). This study will treat employee reflection as a predictor of coping capabilities. Most previous studies discussed reflection as a holistic approach (Korthagen & Vasalos, 2005), but didn't investigate the content of the process. This research will explore the two underlying dimensions of reflection to be discussed in detail below.

In the present study, as found in numerous other studies, organizational stress among hotel employees was assumed to increase such employee withdrawal behaviors as turnover,

absenteeism, and lateness. It was further assumed that the increased efficacy of stress coping strategies results in positive outcomes, such as decreased employee withdrawal in turnover, absenteeism, and lateness, whereas ineffective coping strategies were assumed to have negative impacts. Hence, development of positive coping strategies by an organization is imperative (Raheel, 2014).

Turnover, a form of permanent withdrawal from a workplace situation, is among the three negative behaviors attributable to an employee's inability to develop coping strategies with difficult work situations and one that employees facing challenging conditions have been found to choose in such cases (Dwyer & Ganster, 1991). For instance, McKenna, Oritt, and Wolf (1981) found that job stress was related to developing attitudes that led to quitting the job. Absenteeism and tardiness, the two other forms of withdrawal behavior employed in this study, are alternatives to permanent withdrawal. Adler and Golan (1981) and Blau (1985) state that employees use absenteeism and tardiness as a manifestation of negative response in the workplace to flee stressful conditions.

Moreover, Rosse (1988) found support for a lateness-to-absence progression. Lateness is the first link of a connected chain of employee withdrawal behaviors. When challenging organizational concerns are not addressed by management or when employees fail to cope, lateness progresses to absenteeism—in the form of call-off and avoidance—and then quitting the organization manifests itself as an ultimate resort. In their study of employee punctuality, Berkovits and Koslowsky (2002) found that employees first attempt a low level of withdrawal (lateness) and then move on to a more severe type of withdrawal (absenteeism or turnover) only when circumstances "stay the same or get worse" (p. 727).

The current study is based on the hypothesis that an employee's tendency to reflect constructively on challenging work experiences in such a way as to provide insight into them and into possible ways to deal with future occurrences will aid the employee in improved coping strategies with workplace stressors. The study's objective was to investigate the role of reflectiveness in helping employees develop stress coping mechanisms that can be utilized in the hotel industry. Based on research conducted by Maurer, Dimotakis, & Hardt (2018), reflection has two underlying components. The first, denoted as "Causal Analysis Reflection" and abbreviated as "CA" below, consists of examining and possibly re-evaluating an experience in terms of the causes of the experience under the control of the actor, and the second, denoted as "Future Improvement Reflection" and abbreviated as "FI" as shown in the figure, consists of behavioral implications and changes resulting from the reflection. In the context of this study, both CA and FI were assumed to lead to development of improved stress coping strategies, which, as shown in the figure, led to reduced workplace stress and fewer instances of its manifestations, i.e., fewer turnover intentions and fewer incidences of absenteeism and tardiness. Development of workplace stress coping programs would, in turn, contribute to increased employee well-being and productivity.

Although the model from Maurer et al. (2014; 2018) is useful in that it attempts to investigate the concept of developmental reflection and its potential impact on learning a challenging experience can provide, or about how to predict who will be effective in getting the most from critical workplace experiences, it wasn't targeted to a specific industry. Hospitality is an industry plagued by withdrawal and stress, therefore, it is helpful to provide a more in-depth examination of reflection within the hospitality industry by focusing on the role of reflection in developing stress coping and its impact on withdrawal behaviors. The model below presents a

framework that attempts to investigate the role reflection can play in impacting withdrawal behaviors through the development of stress coping mechanisms. The study targets front-line employees in the hotel industry.
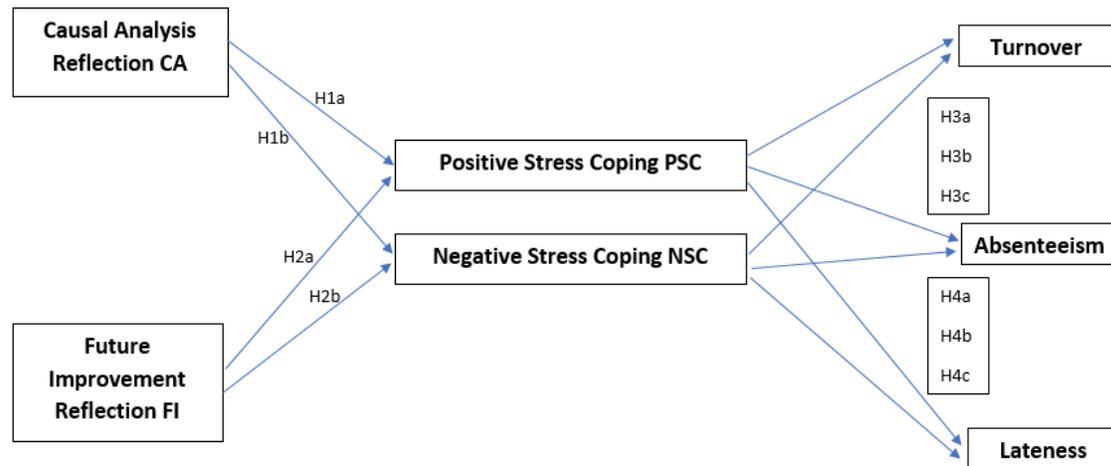
Figure 1 Relationship between reflection behaviors and stress coping and withdrawal behavior.

Thus, this study explores an employee's tendency to engage in reflection as a predictor of coping capability, and Figure 1 presents the hypothesized relationships between the dimensions of reflection and the various coping and withdrawal behaviors, with arrows signifying hypothesized causal relationships. Therefore, the CA and FI dimensions of reflectiveness were hypothesized as sources of an employee's ability to develop coping strategies and so may have an impact, positive or negative, on withdrawal-related outcomes.

This study will contribute to the hospitality employee management, reflectiveness, and stress coping literatures. From a practitioner standpoint, the study will help professionals gain an understanding of the role of reflection in the organizational context and implement stress coping training that may have positive outcomes on employees and the organization.

II   LITERATURE REVIEW

II.1   Reflection and Stress Coping Strategies

Reflection creates meaning and knowledge from past and present events. Chan (2010) argues that the essence of reflection lies in meaning-making. According to Daudelin (1996), reflection leads to improve the understanding of a concrete experience and enables employees to derive implications, conclusions, and lessons with regards to future situations. Kimmerle, Wodzicki, and Cress (2008) concluded that reflection, as an organizational learning tool, contributes to the co-evolution of individuals and collective knowledge. When employees engage in refection after a practical challenging event, they go through two different phases of reflection: CA focusing on internal and dynamic personality traits and FI focusing on behavioral and metacognitive implications generated from those personality qualities.

Hetzner, Heid, and Gruber (2013) argue that the major sources of learning in the workplace are the ambiguous situations workers face. Schon (1983) discusses reflection as a spontaneous and natural process that takes place when an individual experiences confusion, ambiguity, discomfort, discrepancy, or a gap in knowledge or skills. Therefore, reflection guides future behavior and attitude, and help employees gain new knowledge and create alternative methods of action, and thus possibly reduce pressure and stress at work. Relevant literature is explored in the following section and suggests that reflection consists of converting experience into learning by reviewing one's actions and forming a framework for future behavior (Boud, 2001; Mann, Gordon, & Macleod, 2009; Nilsen, Nordstrom, & Ellstrom et al., 2012; Raelin, 2001). In a traditional reflection process, there is a less emphasis on an extensive analysis of the problematic situations (Levenson, 1992; Fredrickson, 1998). Reflection's CA requires a deeper look back to a specific experience to assess the ideas and feeling, re-evaluate, and then build a new perspective to change

the behavior though future improvement. One purpose of reflection in an organizational setting is to develop stronger mechanisms to cope with daily stressful events. When employees reflect on a specific past or present situation, they may think deeply about the root cause of the issue and can develop effective behavior or techniques to handle similar situations in the future. Thus, future challenging incidents are less likely to create a negative impact on the employee's psychological and emotional state.

There is a wide variety of literature about the nature and utility of reflection. The main feature of reflection includes a tendency to engage in effortful, controlled and intentional focus on analyzing one's prior performance with a goal of improving for the future (Maurer, Corner, Hardt, & Leheta, 2014). Reflection focuses on analyzing aspects of one's own behavior and traits with a goal of improving one's effectiveness in the future. Two aspects of reflection posited by Maurer et al. (2014) are: 1) causal analysis of internal factors (CA) and 2) future implications. The CA factor can be considered a focus on understanding the dynamic and changeable causal influences on a specific outcome that are under the control of the actor. FI can be described as the development of a behavior pattern featuring plans of action to generate change related to causal variables in CA.

As Maurer et al. (2014) point out, "Reflection after challenging experiences is promising as a key predictor of development and success" (p. 6). As with the attributional style (Welbourne, Eggerth, Hartley, Andrew, & Sanchez, 2007), reflection is expected to help workers develop organizational stress coping strategies by examining specific concerns that are triggered by an experience. Through proactive and self-starting work behavior, workers who reflect demonstrate an initiative to develop prerequisites for meeting future challenging work demands (Den Hartog & Belschak, 2007).

Table 1 Representative Definitions of Reflection

Definition	Source
"Active process through which an individual can access an understanding of how historical, social, cultural and personal experiences have contributed to professional knowledge and practice."	Wilkinson (1999)
"Deliberated process of examining practice where a practitioner is challenged and enabled to undertake the process of self-enquiry to empower the practitioner to realize desirable and effective practice within a reflexive spiral of personal transformation."	Duffy (2007)
"Behavioral technique and behavioral variable that's regarded to be very important and impactful in producing learning from various types of experiences."	Maurer et al. (2014 p.6)
"Ongoing practice that enables practitioners to learn from experience about themselves, their work, and the way they relate to home and work, significant others and wider society and culture."	Bolton (2009)
"Reflection is a process that involves looking at what is, in order to see what might be."	Edwards and Nicoll (2006, p. 123)

The motivation of reflection in a professional context is to allow employees to think about a past event, learn from the experience, and apply the gained knowledge to cope with future challenging incidents. A key part of reflection is CA, which consists of thinking and focusing on internal and changeable personal characteristics after experiencing a challenging event. The FI aspect of reflection consists of developing future implications of the internal process. Reflection has emerged as a behavioral variable (Maurer, et al 2014; Maurer, Leheta, & Conklin, 2017) to facilitate learning and development in the organizational context. This discussion can complement existing research in reflection and stimulate a new line of inquiry. When workers reflect productively, they develop consistent coping strategies and emotional strengths that allow them to face challenging situations, which makes the work environment more bearable. When employees don't reflect productively, they are more likely to be vulnerable to situations at work that could dislodge them from their workplace. Reflecting on a past experience promotes insight and learning

(Costa & Kallick, 2008). Organizational learning can be engaged in diverse ways including "improvement," "recording," and "evolution of knowledge." While reflecting, workers record details of a specific experience that took place and create knowledge to use during the decision-making process, or to develop stronger emotional defense tools, allowing them to cope with future stressful events. Therefore, reflection is a thinking process that includes continuous learning and improving. Hoyrup and Elkjaer (2006) consider workplace learning to be "everyday learning processes" (p. 29).

According to Maurer et al. (2014), "Productive reflection for purposes of enhanced performance and development will include controlled, analytical causal thinking focused on improving one's understanding of prior experiences or events and one's influence in those experiences and events" (p. 15).

Although reflection may be productive, not all individuals reflect in the same way. Some people have a tendency to reflect constructively for understanding and insight, whereas others may not reflect at all, or may simply think generally, replay incidents, or ruminate—just replaying a stressful event in their mind—which might have a negative impact. Engaging in rumination brings repetitive negative thoughts, prevents critical thinking, and hinders developmental learning. According to Trapnell and Campbell (1999), rumination provides a summary of self-attentiveness motivated by perceived threats, losses, or injustices, whereas reflection provides a summary conception of self-attentiveness motivated by curiosity or epistemic (Maurer et al., 2014). Thus, if reflection is not conducted productively or constructively, it may not create productive developmental opportunities and may cause even more stressful experiences.

On the other hand, structured reflection can provide the means to examine specific experiences and develop a thinking process to handle future situations through coping

mechanisms. Individuals that reflect deeply, with high CA and developmental action implications, are more likely to create potential for constructive developmental change. Also, those who reflect generally or impulsively are less likely to experience constructive developmental change (Maurer et al., 2014). Reflection is a cognitive process that facilitates active developmental learning and allows employees to use their critical thinking to strengthen their coping techniques.

In psychology, Cognitive Behavioral Therapy (CBT) has been introduced as a treatment that helps individuals challenge negative thoughts and unwanted behavior patterns and replace them with more rational and well-thought-out actions. Reflective practice seems to suggest the same concept of learning from a past events and preparing a well-thought action for a future experience. It is in the same general framework where individuals reflect on past actions and learn how to replace behaviors with more logical ones that fit future events. Sapp (1997) states that CBT is based upon the assertion that individuals actively create their reality through their interpretations of events, which in turn influence how they choose to react to future events. According to Taylor (2001), reflection therefore is a channel that assists us to think, to explore our thoughts and feelings and to work through an experience, in an attempt to gain new understandings, fresh insights and self-awareness. When employees reflect at work, they develop skills that enable them to be more confident in their work setting. Subsequently, they are generally open to sharing their reflection outcome with co-workers and supervisors. This approach creates a work environment that may promote supportive cooperation and retention. This reasoning is in line with Driessen, van Tartwijk, and Dornan (2008), who suggest that practicing reflection contributes to a work environment that provides a safe and open atmosphere.

Reflection can serve as a constructive source of coping with organizational challenging experiences that might otherwise be too stressful. In this study, I argue that tendency to reflect

productively can have an effect on developing solid stress coping strategies. Coping strategies allow employees to perceive challenging situations as opportunities to learn from and gain an understanding on how to deal with uncertain future situations. In this respect, coping could reduce employee intentions to leave the organization, to be late for work, or to call off work. Challenging events may facilitate a withdrawal behavior. In such environment, employees feel threatened and uncomfortable dealing with co-workers, guests, and supervisors that they choose an avoidant behavior. In these lines, Law et al. 1995 describes constructive coping behaviors as one where the individual's actions promote development and productivity. Whereas destructive coping behaviors as those that promote avoidance and 'switching off'. Coping strategies may offer a bridge to help employees close the gap between reflection and the reduction of withdrawal outcomes (turnover, absenteeism, and lateness). Coping is an intentional, cognitive act of analyzing the quality of conditions in the employee's environment that are associated with the stressful situation (Law et al. 1995). When facing threatening situations, individuals in an occupational environment reflect and cope with stress differently. "Coping" with stress is a strategy relating to the actions performed by an individual in a stressful situation (Wilczek-Ruzyczka & Jableka, 2013). The *Oxford English Dictionary* defines coping as contending successfully with, or "proving a match for" a challenging situation. It is the act of dealing effectively and successfully with a stressful event. In colloquial usage, we recognize "coping" when someone is able to face adversity without succumbing or feeling overwhelmed.

Table 2. Representative Definitions of Coping

Definition	Source
"A cognitive act of analyzing the perceived conditions in a stressful experience."	Law et al. (1995)
"A process of analysis and evaluation to decide how to protect oneself against effects of stress and its negative outcomes."	Schuler (1984)
"A process in which cognitive or behavioral effort are made to manage specific internal and/or external sources of psychological stress."	Lazarus (1993)

Coping is dependent on our perception of an interaction or environment. According to Endler and Parker (1990), concentration on avoidance of a stressful situation or reliving it are two of the coping strategies adopted by individuals. Through reflective thinking, employees try to make sense of a situation and prepare future course of actions that may help predict consequences, and thus reduce stress. Therefore, the more an individual is involved in developmental reflective practices, the stronger coping strategies he/she develops.

In a study analyzing 100 coping-assessments, Skinner, Edge, Altman, and Sherwood (2003) identified several core categories of coping. *Problem-solving* included actions like active coping and cognitive decision-making types of coping such as planning. *Positive cognitive restructuring* involved focusing on adjusting one's view or perspective regarding a stressful event and might include actions such as acceptance. Ayers et al. (1996) state that there is some evidence to suggest that positive cognitive restructuring may be combined with the problem-solving family. *Avoidance* coping involves escaping from or disengaging from a stressful event or experience, either emotionally or behaviorally or both. *Support-seeking* involves problem-focused and emotion-focused support seeking from others. Aligned with these findings, Lazarus and Folkman (1984) identified two main types of coping strategies. *Emotion-focused* strategies aim to lessen emotional distress, while *problem-focused* strategies are directed at problem definition, generation of alternative solutions, and action (Lazarus & Folkman, 1984).

Harris (2008) asserts that reflection process is associated with improved problem-solving and personal and professional awareness, which is likely to lead to productive stress coping, positive cognitive restructuring and support seeking. When faced with a challenging work situation, employees who reflect constructively on a specific incident to gain a better understanding of it would be more likely to effectively cope. Conversely, those who succumb to the pressure and try to apply a "quick fix", do not constructively attempt to understand challenging experiences and may be less likely to cope and will develop avoidance coping approaches. Avoidance is seen as a less productive strategy, as avoidance coping leads to withdrawal. Problem-solving and restructuring strategies lead to less withdrawal and more involvement in work. These findings lead me to predict, in this study, that individuals in a professional environment adopt distinct strategies when coping with stress, such as avoidance strategies and workplace disengagement. Withdrawal, absenteeism, and tardiness are some of the forms adopted by employees who don't cope. I argue that employees who opt to cope with stress by avoiding it are less likely able to engage in constructive reflection techniques.

There has been expansive search (Karasek & Theorell, 1990) on the link between job demand and stress. Law et al. (1995) identified several stressors such as management, arrogant individuals – employees and guest, and the busy nature of the hospitality and tourism business. The study concluded that among behaviors that employees used to cope with stress were talking to a co-worker, discussing the problem with a supervisor, or working even harder. Other workers chose to "switch off," perform another activity, or think about non-work-related scenarios to cope with stress. Winnubst and Schafer (1984) described employees who opt for these behaviors as "avoiders" rather than "copers." The coper seeks out stress situations in order to cope with them, whereas the avoider solves his stress by denying it (Law et al., 1995). In a study published in the

International Journal of Hospitality Management, (Brymer et al., 1991) found that among the positive coping mechanisms used by employees in the hotel industry are physical exercise and spending time with friends. Whereas the negative coping mechanisms were alcohol consumption and overeating. More recently, Law et al. (1995) found that 45% of hospitality employees talked to their co-workers as a coping strategy, 36% reported the situation to their supervisors, 33% tried to enjoy themselves and make the most of the situation, and 28% used self-discipline to assist them in coping with stressful situations. Furthermore, the mainstream literature found that individual adaptation was among the coping mechanisms used by hotel workers as a response to occupational stress (Lo & Lamm, 2015). Employees tend to use personal coping strategies such as social/peer support and controlling emotions. With the high level of stress in the hotel industry, employees who fail to positively cope with stress tend to avoid the pressure by leaving the organization. The first stages of withdrawal that workers may display are calling in sick, taking a leave of absence, and absenteeism. Drawing on Lo & Lamm's (2015) study about organizational stress in the hospitality industry, it alluded to other possible coping mechanisms adopted by employees when stress levels become intolerable. Such mechanisms are vacating the job, taking annual time off, sick leave, or leaving without pay.

Although coping strategies can't be labeled as "right" or "wrong" when facing challenging situations in an organizational setting (Lazarus & Folkman, 1984), some practices are more productive and beneficial to the employee and the firm.

Coping is not a static event. It is a complex, dynamic, and active process (Law et al. 1995). This continuous process takes place over time and involves multiple strategies. The way we choose to cope with stress in an organizational environment is defined by our interpretation of events. The types of coping strategies adopted by individuals in response to stressful events have attracted

much theoretical and empirical attention (Teo, Pick, Newton, Yeung, & Chang, 2013). According to Welbourne et al. (2007), individuals have stable dispositional tendencies to either use positive or negative attributional style when interpreting events, and this assertion is built on considerable prior research (Abramson, Seligman, & Teasdale, 1979; Peterson, Semmel, Baeyer, Abramson, Metalsky, & Seligman, 1982). These tendencies may influence coping (e.g. individuals with negative attributional style engage in avoidance when faced with stressful events). Attributional style is part of an individual's personality that may influence how an individual cope with a stressful situation. Equivalently, Liu, Li, Fan, and Nauta et al. (2015) argue that personality attributes influence how individuals respond to stressors. An individual's choice of coping strategy can be predicated, in part, by personality characteristics (Armstrong-Stassen, 2004; Carver et al., 1993; McCormick, Dowd, Quirk, & Zegarra, 1998; Scheier, Weintraub, & Carver, 1986). If an individual has a negative attributional style, he/she will be more comfortable avoiding a situation, and therefore will not be able to develop stronger mechanisms to face future challenging situations. Reflection is an intentional learning process that builds an employee's emotional and intellectual capacity. Unlike attributional style, reflection can be coached or "learned" while experiencing challenging situations.

According to the literature, when engaging in reflection on a challenging experience, the learner pauses and considers specific incidents, causes and outputs. When employees reflect on a past situation, they gain a better understanding on optimal ways to handle future similar events. Employees in service-based industries such as hospitality encounter a significant amount of pressure coming from different sources, including co-workers, supervisors, workload, and customers. This situation may promote the options of withdrawal: arriving to work tardy (lateness),

tendency to avoid work (absenteeism), and quitting the organization (turnover). These behaviors are a significant challenge in the hotel and tourism industry.

II.2 Turnover

Turnover describes an employee's separation from their company (Da Gieter et al., 2011; Griffeth et al., 2000). Although staff turnover is a common phenomenon in any industry, it has been noted to be exceptionally high in the hotel field (Birdir, 2002; Deery & Shaw, 1999; Kennedy & Berger, 1994; Tanke, 1990; Woods, 1992; Yang, 2010; Yang et al., 2012). The cost of turnover is tremendous and included the expense incurred in recruiting, hiring, training, and retaining the employee and his/her replacement. For example, Marriott Hotels International estimated that with each 1% increase in its employee turnover rate, the company lost between $5 and $15 million in profit (Schlesinger & Heskett, 1991). In addition to the financial cost, there is an emotional cost manifested by stress experienced by existing employees, supervisors, and customers (Hinkins & Tracey, 2000). Several hospitality companies have accepted turnover as part of the cost of doing business but failed to develop strategies to improve retention and loyalty within frontline employees.

Table 3 Representative Definitions of Turnover

Definition	Source
"The movement of people into and out of employment within an organization."	Denvir and McMahon (1992)
"Conscious and deliberate willfulness to leave the organization."	Tett and Meyer (1993)

There has been growing recognition in the literature over the past two decades that stress is associated with reduced productivity and can contribute to absenteeism, turnover, and poor employee performance (Spector, 2003). Turnover has been referred to in some literature as

"withdrawal"; however, withdrawal is a broader concept that includes quitting an organization, excessive absenteeism, sick leave, lateness, or being disengaged in the organization's routine activities (Kao et al., 2014).

Understanding the role of turnover intention is of crucial importance in the hospitality industry. In the hotel business, and in most of service industries, in addition to the cost of hiring and training, turnover is related to customer service quality. Hotels with high turnover suffer from service image and loss of customer base. Employee turnover in the hospitality industry is among the highest among service industries: studies of the U.S. market have shown that the average turnover rate among non-management is about 50%, and about 25% for management staff (American Hotel & Lodging Association, 2014). Wasmuth and Davis's (1983) research found that employee turnover was largely a function of dissatisfaction with direct management, working conditions and wage. In a study conducted by Brymer et al., 1991 in the Journal of Hospitality management, the findings alluded that stress is believed to have most effect on management and employee turnover, employee absenteeism, and employee sick days. In addition, Hinkin and Tracey (2000) stated that employees in the hotel industry often perform routine tasks, are given little autonomy in doing their job, receive poor supervision, and compensated poorly for their efforts. Cleveland et al. (2007) concluded that hospitality poses several challenges for employees' lives off the workplace. These challenges may be the primary cause of stress, burnout, and health problems.

Previous research confirmed that turnover and stress correlate highly with each other. Stressed employees become low performers and may leave the organization. Minimizing stress in the workplace is a key dimension of workers' wellbeing and organizational success (Cho et al., 2014). When employees encounter practical challenging situations in the workplace, they

demonstrate an avoidant behavior leading to being late or absent, or taking sick leave—partial withdrawal (Chen, Hui, & Sego, 1998; Goolsby, 1992). These attempts to escape negative work situations lead to turnover. Requesting and taking sick time is an immediate way to cope with stressful situations in organization while maintaining attachment to the firm (Kao et al., 2014). Tews, Stafford, & Michel's (2014) research argues that critical events at work may prompt individuals to reevaluate their employment situation and evaluate whether they should remain with or leave the organization. However, turnover can be treated as an instance of individual motivated choice behavior such as not been able to cope with stressful situations. By determining how stress coping impacts employee intention to leave the organization, the industry can start looking at how they can help employees cope with stressful events in an organizational setting.

II.3 Absenteeism

Absenteeism is a significant problem in hospitality (Belita, Mbindyo, & English, 2013). In addition to its financial cost to hotel operators, absenteeism impacts productivity, employee morale and performance. The absent employee must be replaced by either hiring an extra worker or requiring staff to work overtime. This disruption also impacts customer service levels. Navarro and Bass (2006) pointed out that employee absenteeism has cost U.S. organizations 15% of payroll. The cost of absenteeism is substantial to organizations and is therefore a logical target for managerial intervention (Mayfield and Mayfield, 2009).

Considerable research efforts yielded little cumulative knowledge regarding employee absenteeism (Brooke and Price, 1989). The literature presents several definitions of absenteeism. Some narrow definitions defined absence based on health conditions such as physical illness or stress. Others studied absence in general and classified it as illness-based or due to personal reasons. A brief summary of two of these definitions can be seen in Table 4.

Table 4 Representative Definitions of Absenteeism

Definition	Source
"Employees' failure to report for scheduled work. Absenteeism is a deviant behavior as the employee falls short in his or her contract with the employer."	Johns et al. (2008)
"The number of full days missed because of physical or mental reasons."	Bankert et al. (2015)

Workplace absence culture alludes to the set of absence-related behavioral patterns and beliefs shared by team-members of an organization, a group, or some other organizational unit (Nicholson & Johns, 1985). From the literature we can establish the following classification of absence: planned or unplanned, and voluntary or involuntary. According to Beil-Hildebrand (1996), planned absence occurs when both the employee and employer are aware that the employee will not come to work and hence are able to replace him/her. Unplanned absence occurs when an employee does not report to work when the employer is expecting him/her to be at work. Voluntary absenteeism refers to the employee's intention and conscious decision not to show up to work. Involuntary absence is beyond the employee's control (inclement weather, accident, inaccessibility to transportation, etc.). Sickness absence is the most common form of such absence studied (Belita et al., 2013). Sickness-related employee withdrawal might have a different causal relationship than voluntary withdrawal. This study focuses on voluntary withdrawal as an outcome of avoidant behavior when employees fail to develop stress coping mechanisms.

Furthermore, in addition to planned or unplanned, voluntary or involuntary absence, employee absence can also be classified as allowed and non-allowed. Allowed absence includes personal time off, maternity, sick leave, or approved leave to complete training or care for a loved one. Non-allowed absence (referred to by Prado and Chawla (2006) as unjustifiable or unexplained) is demonstrated when a worker doesn't seek official approval to be absent.

However, the purpose of this study is not to investigate the motive of absenteeism, but rather to study the impact of coping strategies on absenteeism and assess whether stress coping strategies contribute to the increase or decrease of employee withdrawal behavior.

Employees who perceive their work conditions to be stressful and uncomfortable will withdraw, arrive late, and possibly quit. According to Willert, Thulstrup, and Bonde (2011), work-related stress is associated with increased absenteeism from work. Absenteeism is another withdrawal and avoidance behavior expressed by employees when facing challenging situations. The framework of avoidance temperament (Elliot & Thrash, 2002) states that individuals have a tendency to prevent negative encounters and negative outcomes. After experiencing a negative experience at work, employees may engage in voluntary absence and lateness with the intent to avoid future negative incidents (Liu et al., 2015). We predict that employees in the hospitality would have a tendency to engage in absenteeism and lateness behaviors when they experience work stress or any other challenging situations that go beyond their coping ability. Workers that opt to utilize avoidance when faced with stressful situations may be less productive and will develop weaker stress coping strategies. In alignment with this argument, Willert et al. (2011) argue that fear-avoidance beliefs about work are the most influential risk factor for not returning to work. In addition to developing fear of demanding occupational incidents, workers use these incidents as justification to be late, be absent, or quit.

This research is crucial to the hospitality sector because of the importance of the relationship between employee absenteeism and guest satisfaction, productivity, and profitability of an organization.

II.4 Lateness

Lateness is another avoidant withdrawal behavior exhibited by employees when failing to develop stronger stress coping strategies to face challenging incidents. Along with absenteeism and turnover, lateness impacts employee productivity and organizational efficiency. The ramifications of lateness include loss of late-employee productivity, and the administration time of management spent on counseling and disciplining (Blau, 1994). Lateness also has a negative impact on employees who have to bear the burden of coworkers' lateness (Blau, 1994).

Davis and Newstrom (1989) considered lateness as a short-period absenteeism that can range from a few minutes to several hours for each event. It is another form of withdrawal from active involvement in the organization. Practically, there may be a legitimate reason behind employee tardiness, but a pattern of tardiness may be a sign of negative employee attitude. "Employee lateness costs U.S. businesses more than $3 billion per year in lost productivity" (DeLonzor, 2006). The chart below presents a general synopsis of the definition of lateness concept in the literature.

Table 5 Representative Definitions of Lateness

Definition	Sources
"Arrival at work after the time agreed to by employer and employee."	Berkovits and Koslowsky (2002 p. 723)
"Frequency of voluntary lateness instances, regardless of the duration."	Chadwick-Jones, Brown, Nicholson, & Sheppard (1971)

While absenteeism and turnover have been studied considerably, there is little research that has specifically examined employee lateness (Bardsley & Rhodes, 1996). Additionally, unlike turnover and absenteeism, employee lateness has been theoretically neglected (Blau, 1994). Furthermore, Johns (2003) states that although Motley (2006) recognized the effect of lateness

behavior on employee effectiveness more than eight decades ago, employee lateness has not received the same research attention as absence and turnover.

The existing literature on lateness stemmed from two perspectives. Adler and Golan (1981), Beehr and Gupta (1978), and Clegg (1983) viewed lateness as a withdrawal behavior and tried to uncover the relationship among the withdrawal behaviors. The same researchers tried to identify the origin of lateness. According to Adler and Golan (1981) and Gupta and Jenkins (1983), low job satisfaction was related to employee lateness.

Organizational commitment was identified as a potential cause for employee lateness by Angle and Perry (1984), Blau (1986), and Clegg (1983). From the second perspective, researchers haven't viewed employee lateness as a withdrawal behavior, but rather attempted to identify causes of employee tardiness. In a research conducted by Wanous et al (1992), it was found that an employee is more likely to be dissatisfied and exhibit withdraw behaviors when actual work experience violates his or her expectations.

Allen (1981) and Leigh and Lust (1988) view lateness as work-family conflict and connected it with other external factors such as health concerns, transportation problems, and weather conditions (Muesser, 1993).

Jamal (1984) found that employee morale and motivation deteriorated when their work colleagues were late. Employee lateness may disrupt the work schedule of other workers who depend on or connect with the late employee. In the service industry, including hospitality, food services, tourism, and retail, employee tardiness is a policy that management struggle with enforcing. A tardy worker who is not penalized for his tardiness behavior may negatively influence other employees who arrive on time. It is therefore crucial for management to enforce attendance policies aiming at holding late workers accountable. However, in some cases, lateness is a

withdrawal behavior resulting from the inability of employees to face specific situations at work. Lateness, along with other withdrawal behaviors, is a choice that workers make to delay dealing with stress at work or avoiding it. Therefore, management needs to understand the reasons behind employee lateness behavior and address it before it develops to turnover.

Lateness is a disruptive and expensive withdrawal behavior (Elicker, Foust, Levy, & O'Malley, 2008). It is a form of avoidance behavior and belongs to the same withdrawal behavior family as absence (Bardsley & Rhodes, 1996). Organizations need to deploy more efforts to understand employee lateness patterns and causes. For example, these lateness and attendance behaviors need to be part of every employee handbook and discussed during the hiring process. Additionally, organizations could incorporate lateness and absence in an employee's performance review. Drago and Wooden (1992) observed that cohesive workgroups have strong norms against absence, and it's likely that cohesive groups develop the same attitude toward lateness behavior. This approach can be a good practice for management to adopt in stressful work environments, such as hospitality, where collectivistic and teamwork approaches are encouraged. Motivating employees to work as a team and support each other during challenging situations may positively impact employee withdrawal behavior.

Bardsley and Rhodes (1996) studied the correlates of employee lateness. Among their conclusions, both motivation and ability to be on time were found to be important determinants of lateness as well as joint moderators in explaining lateness. In applying the Steers and Rhodes (1984) framework to lateness, they found that whether an employee arrives on time depends on two factors: (a) the employee's ability to be on time; and (b) the employee's motivation to be on time.

III RESEARCH MODEL

Reflection as a concept in the organizational behavior literature has been studied by several scholars such as Chan (2010), Hetzner et al. (2013), and more recently Maurer et al. (2014; 2017; 2018). Previous studies viewed reflection as a tool to turn experience into knowledge and trigger transformational learning. Except Maurer's et al. (2014) study, almost all past literature ignored to consider two underlying dimensions of reflection: Causal Analysis (CA) and Future Improvement (FI). The present study attempts to fill some of the gaps in the literature regarding two important components of reflection as a learning framework. One important goal of CA is to unravel data from a previous experience and use the newly-acquired insights to deal with a future experience. Being able to establish a behavioral course of action to utilize is the core purpose of FI dimension of reflection.

Since reducing turnover, absenteeism, and lateness is a possible outcome of coping strategies, and coping strategies may be a possible outcome of productive reflection, an analysis of the two dimensions of reflection, CA and FI, can aid in understanding the dynamics between reflection, coping, and withdrawal behaviors. To investigate this question, we used the theory adopted by Maurer et al. (2014), in which the focus of reflection moves from a practice to a behavioral construct framework, treating reflection as a construct that has both some malleability and some stability depending on situational factors.

Especially relevant to this model, we suggest that reflection helps employees develop effective stress coping behavior when faced with difficult situations at work. Treating workplace reflection as an individual behavioral construct means that differences in reflection can be used as a predictor of differences in coping strategies, turnover, absenteeism and lateness in the organizational context.

Based on the extant literature, a more comprehensive research model is presented that incorporates the two dimensions of reflection (CA & FI) and makes a distinction between Positive Stress Coping (PSC) and Negative Stress Coping (NSC). This new framework may be used in the hotel industry to develop stress coping strategies and practical training. Future research could be done on ways of adopting this construct to improve employee performance and productivity. The extent of reflection here could help explain how employees who reflect with high Causal Analysis CA and Future Improvement FI after a specific critical event at work could develop solid coping strategies, which may lead to decreased withdrawal behaviors (turnover, absenteeism, and lateness); and how those who don't reflect, and try to apply a rapid solution, may fail to develop coping strategies and are more likely to avoid challenging situations and resort to avoidance behavior. The model below will investigate the possible relationship between reflection (CA & FI), stress coping (positive & negative), and withdrawal behaviors.
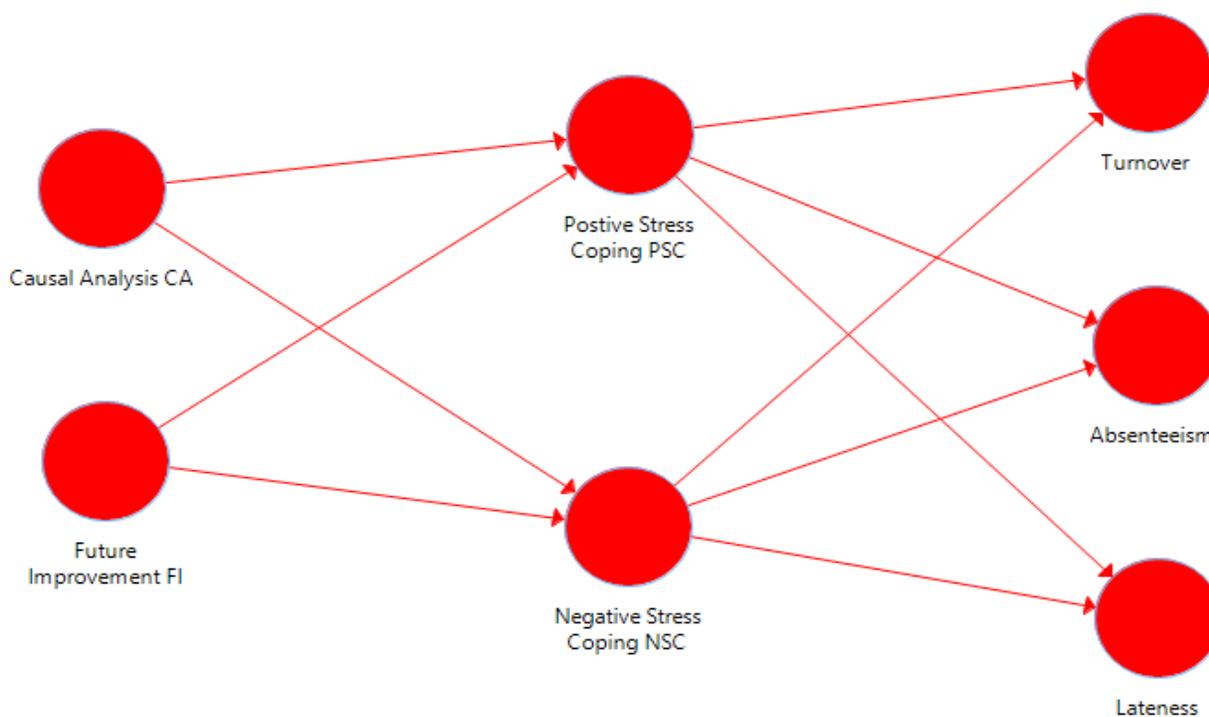
Figure 2 Relationship PLS Model

According to Pearce and Woods (1995), coping is more than a static single event. It is a complex and changing process that takes place over time. When confronted with challenging events at work, employees with reflection may be less apt to leave the organization because stress coping may be a source of emotional support needed to face the challenges. We argue that reflecting with high Causal Analysis enables individuals to invest time in cognitive efforts to understand a specific situation and change a person's mental process. Proactively trying to understand the causes of a stressor is part of actively problem-solving and actively dealing with stress in a positive fashion. Likewise, being focused on causes of stress and understanding stressors, while leading to positive action and coping should also reduce the likelihood that people will engage in avoidance and putting a stressor out of their minds—rather they are attracted to understanding it and its causes. This leads to the first set of Causal Analyses hypotheses:

H1a: *Causal Analysis Reflection is positively correlated with Positive Stress Coping*

H1b: *Causal Analysis Reflection is negatively correlated with Negative Stress Coping*

Reflection can be classified in two components, CA and future improvement. FI reflection describes the development of internal implications that lead individuals to pursue future actions and behavioral responses that improve upon past actions (Maurer et al. 2014). The purpose of the self-focused FI reflection is the development and self-improvement on the causes of challenges identified in the causal analysis. While CA may identify specific causes of challenges and stress, FI implications identifies the path toward improvement upon those specific causes. As such, FI focuses on bridging the gap between the actual learning and future actions and their role in the present model is helping employees develop stress coping strategies. As people develop thoughts about how to improve upon sources of challenge and difficulty, they correspondingly should

develop more active and constructive stress coping strategies. We therefore hypothesize the following relationships:

H2a: *Future Improvement Reflection is positively correlated with Positive Stress Coping*

H2b: *Future Improvement Reflection is negatively correlated with Negative Stress Coping*

When faced with unexpected events at work, employees may tend to forget to use the resources they have (knowledge, experience, and skills). Learning how to cope with different critical situations in the work environment and use the resources available will lessen the impact of stress and pressure and may have the potential of reducing the withdrawal behaviors (turnover, absenteeism, lateness). The exercise of reflection and practicing stress coping techniques enables employees to strengthen their coping capabilities in the organizational environment, and therefore position them to effectively cope with stressful situations. Thus, the following set of PSC and withdrawal behaviors relationship proposed:

H3a: *Positive Stress Coping is negatively associated with Turnover*

H3b: *Positive Stress Coping is negatively associated with Absenteeism*

H3c: *Positive Stress Coping is negatively associated with Lateness*

Whereas, when employees are unprepared, due to lack of reflection exercise and ineffective or negative coping practice, the stress is not dealt with productively and the situation may wear the individuals down over time, thus, leading to withdrawal behaviors. The following set of hypotheses is proposed regarding the correlation between NSC and withdrawal behaviors:

H4a: *Negative Stress Coping is positively associated with Turnover*

H4b: *Negative Stress Coping is positively associated with Absenteeism*

H4c: *Negative Stress Coping is positively associated with Lateness*

IV METHOD

IV.1 Data Collection

To explore the impact of reflection and stress coping strategies on organizational outcomes, this study will rely on primary data collected through self-reported surveys. Self-report measures of behavior do not imply lesser validity than company record-based measures (Akers, Massey, Clarke & Lauer, 1983; Gove & Geerken, 1977; Hardt & Peterson-Hardt, 1977, Massagli & Hauser, 1983), particularly when assessing psychological constructs or behaviors such as those addressed in the present study. Additionally, Blau (1994) reported that human resources in the service industry were concerned about the lack of supervisor accuracy in recording employee withdrawal behaviors.

The survey includes demographic questions and hypothesis-based questions. Focusing on entry level, front-line employees and hourly supervisors in the US-based lodging industry, I will analyze how hotel workers tend to reflect on challenging events and use stress coping strategies, as well as reports of their turnover incidents, absenteeism and lateness.

An internet-based, self-administered survey questionnaire was used to collect data from US-based active hospitality workers via Qualtrics. Qualtrics is an online data collection platform that allows researchers to recruit participants with targeted demographic characteristics online via a financial incentive. For this research project the task is a survey designed to capture data relevant to the hypotheses presented in this dissertation. A 39-question survey was made available to multiple participants who might be characterized as part of the online labor market. Most online markets provide a convenient way to access a reliable and diverse population (Paolacci & Chandler, 2014). Online market allows "requestors" to solicit participants who fall within the study requirements. Only individuals who reported being active, non-managerial, hourly front-line, full-

time hospitality employees at the time of the study were selected. The survey targeted US market-based hospitality organizations, including all geographic areas. My rationale for focusing on hourly, front-line employees is that, in their role, entry-level employees are faced with several stressors that differ from managerial stress sources, such as physical environment, work overload, relationship with other co-workers, and demanding and unpredictable guests. Due to their level of experience, the organizational coping capabilities of the front-line employees are under development. Managers and upper-level managers in the hotel industry face different type of stressors related to organizational structure, deadlines, role conflict (Burke, 1988), time constraint, unreliable employees (Brymer et al. 1991), and financial responsibility of the business. For ethical clearance, I obtained IRB approval prior to collecting data.

The survey can be broken into three sections; 1) The first section provides demographical information about the respondents, including age, gender, race, employment status, marital status, education level. 2) The second section set the direction of the study by providing explanations of reflection and coping concepts and asks the participants to describe their experience with challenging events. 3) The third section provides 5-scale statements to measure withdrawal behaviors (turnover, absenteeism, and lateness). The second and third sections were used to test the hypotheses proposed in this work.

Sample respondents' jobs include entry-level employees and hourly supervisors, who are 18 years of age and older, from the following departments: front desk, concierge, guest service, valet/bell person, fitness/spa, and F&B outlets. Participants were employees from several hotel brands (Marriott, Sheraton, Hilton, IHG, and independent hotels); segments (full-service, limited-service, Economy, and B&B); and all quality ranking (luxury, 4-star, 3-star, etc.). To enhance response credibility, the respondents were assured confidentiality and anonymity, and were

reminded of the academic nature of the survey. Respondents received information about the study and instructions for survey completion. Data from the Demographic section was used to shed some light on participants.

IV.2 Reflection

It was suggested that reflection is considered a behavioral construct reflecting tendencies to reflect in a specific way with both some stability and malleability (Maurer et al., 2014). Therefore, reflection is learned, habitual response patterns, exhibited by individuals in work setting when confronted with challenging situations to construct meaning form an experience. Reflection is a self-directed, complex and continuous "learned" behavior that enables the development of personal and professional skills of an individual.

The present study adopted a measure of reflection developed in prior work by Maurer, Dimotakis and Hardt (2018). The tool was designed to measure constructive developmental reflection. There are two main dimensions measured by this approach. First, the scales measure the extent to which the person tends to do a causal analysis of factors that are under his/her control and which are changeable or improvable. This includes things like one's behavior, knowledge, skills, effort, goals, emotions, and so forth. To the extent that one reflects on challenging experiences by focusing on those aspects that one has control over, he/she can position the challenge as actionable on his/her part. The second dimension of the tendency is developmental action implications that relate to the causal analysis. This is the tendency to develop intentions to act toward improvement of the factors identified in the causal reflection in a productive and developmental manner, such as intent to improve one's relevant actions, situational efforts, skills, etc., in the future. These dimensions (e.g. identification of changeable/controllable contributors and also intentions to change/improve those contributing factors) can result in productive

outcomes of reflection for future development. The appendix displays the items and instructions for these scales borrowed from Maurer et al. (2018) by permission.

IV.3 Coping Strategies

Welbourne et al. (2007) adopted the Brief COPE framework developed by Carver (1997) to measure coping styles. The Brief COPE assesses the differences in coping and the individual's ability to balance coping strategies (Maran, Veretto, Zedda & Ieraci, 2015). The COPE is an abbreviated form of the COPE inventory (Carver, Scheier, & Weintraub, 1989). It is a measure of coping responses under stressful conditions (Maran et al., 2015).

In this study, I used the Brief COPE to measure coping strategies. The framework consists of 16 items (12 positive and 4 negative) that measure behaviors and cognitive activities one might engage in to cope with stress. This includes things like one's planning, acceptance, emotional support, behavioral disengagement, denial and so forth (Welbourne et al., 2007). Participants were asked to rate the extent to which they have been engaged in certain positive coping activities using statements such as "I concentrate my efforts on doing something about the situation I am in" and "I try to see it in different light, to make it seem more positive"; or negative coping activities such as "I give up trying to deal with it" and "I refuse to believe that it has happened."

IV.4 Turnover

To collect data about employee turnover intentions, we used self-reported surveys. Turnover was measured using established scales adopted by Saeed et al., 2014 and originally developed by Dress & Shaw, 2001 and Jeffrey, 2007. The responses to all questions were measured by a five-point scale ranging from 'strongly disagree' to 'strongly agree'. Participants were asked questions such as "I often think about quitting and it is likely that I will actively look for a new job next year."

IV.5 Absenteeism

I measured absenteeism by using a previously developed validated scale. The Mayfield Absenteeism Scale developed by Mayfield and Mayfield, 2009 is licensed under a Creative Commons Attribution-ShareAlike International License. Overall this scale is interpreted as higher scores reflecting lower absenteeism. Participants were asked to respond using a five-point scale ranging from 'strongly disagree' to 'strongly agree' to statements such as "I never miss work." Several questions (3, 5, 7, 9, and 11) were reverse-scored (e.g., "I don't care if I have to miss work").

IV.6 Lateness

An employee is considered late when he/she does not arrive at the scheduled time or the time agreed upon in advance with the employer. The measure was adopted by Blau (2004) as used by Meyer et al. (1993). Employees were asked to give numerical values to two questions about how many times they were late for work over the last twelve (12) months. Johns found 12 months to be the most common absence aggregation period used by organizational psychology studies. It should be noted that many hotel companies have a progressive disciplinary policy for dealing with employee lateness based on a one-year calendar time frame.

V   ANALYSIS AND RESULTS

In this section of the paper I discuss the analysis of the survey response data and respondents. Data were inspected for missing values, deviation from normality and outliers. Eight participants were dropped rendering a final sample of 193 participants, as a means of having a normal multivariate distribution (Kline, 2005).

V.1   Demographics

Demographic diversity is one of the main characteristics of the hotel industry's workplace environment. It can be exhibited in gender, race, age, and cultural background. For employees to interact with guests and co-workers of broad backgrounds, it is important for them to appreciate and understand cultural differences. In this research, I explored several control variables that could provide explanation for the relationship in the model. This includes demographics. Although researchers argue that demographic variables relate to relational outcomes (Tsui & O᾽Reilly, 1989), considerable evidence suggests that the effects of demography diminish over time as individuals learn more about each other (Harrison, Price, & Bell, 1998; Harrison, Price, Gavin, & Florey, 2002).

In this study, the demographics for the respondents were primarily females (80.8%) or 156 versus males (19.2%) or 37. This is one of the most interesting findings from my research and is consistent with Jacobsen's et al. (2015) research on Convergence in Men's and Women's Life Work Patterns. The author found an increasing trend toward potential high earners among women being more likely to both marry and continue working. This high proportion of women in the sample may be higher than typical in the hospitality industry. The changes in women's and men's work lives since the mid-twentieth century have been considerable. Women's labor force

participation has risen while men's has fallen (Jacobsen, et al. 2015). Labor force participation of men and women has shifted, and the gender earnings gap was reduced. Fernandez (2013) argues that social transformation and social attitude toward married women in the labor market explains the increase in the labor force participation of women. These trends of increased women's presence in the workplace have been explained by O'Neill and Polacheck (1993) stating that women have acquired more education and work experience allowing them to focus on a career and delaying family, while additional factors accounting for part of the shift include the decline in hourly earnings in blue-collar work, such as hospitality, which is clearly a more male-dominated industry. Many researchers have explored the workplace gender differences by industry. Consequently, women are more likely to be employed in jobs involving helping others, such as hospitality, retail, elementary education, and health care. Rafaeli (1989) claims that women display more positiveness to customers than men. Research by Carmeli (2003) found that women express empathy, pleasantness and helpfulness to a greater extent than men. These characteristics are the foundation of human skills required in the hotel industry. The average age group for the respondents was 25-34. This suggests that the majority of the respondents are very active in their career and not close to retirement. In looking into respondents' race, 72.5% of the participants were White while 11.4% were Black/African, and 7.8% Hispanic. Of the 193 surveys completed, the surveys yielded 74.1% hourly employees (143), and 25.9 hourly supervisors (50).

The survey came from Full-service hotels employees (42.5%), Luxury hotels (20.2%%), Limited-service (19.7%), and Budget/Economy hotels (10.4%). The study results show that the majority of the respondents work at the Front Desk/Accommodation (46.6%) or Food & Beverages department (43%). Along these lines, in a study conducted by the Multicultural Food service and Hospitality Alliance in 2003 and published in the National Restaurant Association's Operations

Report, it was found that hospitality is the largest employer outside of the government with 90% employed at the accommodation and foodservices industry. The strongest growth the industry will have in the next a few years will be witnessed in the food category.

Data on education were as follows: 40.4% of the respondents have a high school degree while 24.9% have a bachelor's degree. There is a long-standing debate about whether higher education increases the career advancement of hospitality professionals. Research found that in general, persons with a college education are better prepared for higher level vocations that lead to advancements (Williams, 2003). In the hotel industry, compensation and promotions are key benefits that are often considered to be the result of a college education (Williams, 2003). Furthermore, positive relationships have also been documented between higher education and career potential (Blank & Stigler 1957; Folger & Nam, 1964).

Besides the item "Others" (48.2%), it is very consistent to see that the highest percentage of respondents are employees of Marriott Hotels, which is the largest hotel company in the world with 30 hotel brands. "Others" consist of either independent hotels, such as Turning Stone Resort, Snowshoe Mountain Resort, and Wilderness Hotel & Spa; or other hotel chains that were not on the list such as Accor Hotels, Loews Hotels, and Pyramid Hotel Group. Although Starwood Resorts and Hotels is one of the largest hotel groups in the world with 11 brands and over 1200 properties, the survey results indicated a low percentage of participants who are employed by Starwood. The reason behind it is that at the time of the data collection, Marriott company had just completed acquiring Starwood hotels for $13.6 billion, which created confusion during the data collection phase as majority of Starwood employees surveyed associated themselves with Marriott Hotels.

The respondents represented five broad occupational departments: (a) front office (6.2%); (b) restaurant/F&B (43%); (c) fitness/Spa (2.1%); (d) concierge (46.4%); and (e) valet/bell (2.1). The reason concierge segment shows a high participation is that in most full-service and mid-scale hotels, concierge and FD (reception) are physically merged and considered an integral department. Their tasks are overlapping and are used interchangeably. In select-service hotels, and due to limited staffing structure and cost containment, front desk and concierge are the same position. The concierge department reports to the front desk manager, and employees are cross-trained to cover both positions (front desk & concierge) based on demand and needs.

Type of work location was classified into Resort, Hotel, Motel, Casino Hotel, Bed & Breakfast, etc. A total of 49.7% of respondents identified themselves as hotel workers while 28% were "Others." Based on the data collected, "Others" include Country Clubs, Theme Parks, and Timeshare properties. 10.9% of participants work in resorts. The table below shows the percentages of respondents' demographics.

Table 6 Demographics

Variables	Category	Percentage
Gender	Male	19.2%
	Female	80.8%
Age	18-24	13.5%
	25-34	47.2%
	35-44	14.5%
	45-54	16.1%
	55-64	7.3%
	65 and above	1.6%
Department	Front Office	6.2%
	Restaurant/F&B	43%
	Fitness/Spa	2.1%
	Concierge	46.6%
	Valet/Bell	2.1%
	Housekeeping	0%
	Maintenance	0%
	Administration/Sales	0%
Employment Status	Full-time	100%
	Part-time	0%

	Seasonal (on-call)	0%
Position Level	Hourly	74.1
	Supervisor (Hourly)	25.9%
	Manager	0%
	Director	0%
Race	White	72.5%
	Black/African	11.4%
	Hispanic/Latino	7.8%
	Native American	1%
	Two or more races	4.7%
	Asian	2.1%
Education Completed	High School	40.4%
	Junior College	15%
	Technical/Trade	17.6%
	Bachelor's Degree	24.9%
	Master's Degree	2.1%
	Doctoral Degree	0%
Marital Status	Single	54.4%
	Married	33.2%
	Divorced	11.9%
	Widowed	0.5%%
Type	Hotel	49.7%
	Motel	2.1%
	Resort	10.9%
	Casino Hotel	7.3%
	Cruise Line Hotel	0.5%
	Bed & Breakfast	1.6%
	Other	28%
Years in Work Setting	0-5 Months	10.9%
	6-11 Months	11.4%
	1-2 Years	25.9%
	3-4 Years	13.5%
	More than 4 Years	38.3%
Years in Hospitality	0-5 Months	4.1%
	6-11 Months	4.7%
	1-2 Years	14%
	3-4 Years	11.9%
	More than 4 Years	65.3%
Annual Income	Less than $9,999	3.1%
	$10,000 - $14,999	7.8%
	$15,000 - $19,999	12.4%
	$20,000 - $24,999	18.1%
	$25,000 - $29,999	18.7%
	$30,000 - $34,999	16.6%
	$35,000 or more	23.3%
Size of Property	Less than 200 rooms	57.5%
	Between 201 & 400	15%
	Between 401 & 600	12.4%
	Between 601 & 800	5.2%
	Between 801 & 1000	3.6%
	More than 1000 rooms	6.2%
Property Brand	Best Western Hotels	4.7%
	Choice Hotels	7.3%

	Hilton Hotels	10.9%
	Hyatt Hotels	2.1%
	IHG Hotels	3.6%
	Marriott Hotels	13%
	Starwood Hotels	1%
	Wyndham Hotels	9.3%
	Others	48.2%
Location of Property	Airport	4.1%
	City	52.8%
	Resort	10.4%
	Suburb	24.4%
	Other	8.3%
Property Segment	Budget/Economy	10.4%
	Extended Stay	7.3%
	Full-Service	42.5%
	Limited-Service	19.7%
	Luxury	20.2
Management Agreement	Corporate	27.5%
	Franchised	27.5%
	Independent	16.1%
	Not Sure	29%

Structural equations modeling was chosen as the primary method of analysis due to its ability to combine factor analysis and regression into one process. PLS-SEM utilizes algorithmic programming that maximizes the statistical variance of latent variable using sequential least squares regressions (Hair, Hult, Ringle, & Sarstedt, 2013). In addition, PLS-SEM was selected due to its credibility in academic research. Table 7 below shows the indicators and constructs analyzed.

Table 7 Indicators and Constructs used in the model

Indicator Label	Indicator Description	Indicator Grouping	Construct Label
CABeh1	My behavior	CABeh-Behavior	CA
CABeh2	My actions		
CABeh3	Behavior performed		
CAEff4	"How hard I was trying"	CABeh-Effort	
CAEff5	"The amount of effort I was giving"		
CAEff6	Situational effort		
CAKno7	"What I knew"	CABeh-Knowledge	

| CAKno8	My knowledge		
CAKno9	"What I had knowledge of"		
CASki10	"What I had the skill to do"	CABeh-Skills	
CASki11	My skills		
CASki12	"The skills that I possessed at the time"		
CAEmo13	Feelings I had	CABeh-Emotions	
CAEmo14	Emotions I experienced		
CAEmo15	"My emotions or feelings experienced"		
FIBeh1	My behavior	FIBeh-Behavior	FI
FIBeh2	My actions		
FIBeh3	Behavior performed		
FIEff4	"How hard I was trying"	FIBeff-Effort	
FIEff5	"The amount of effort I was giving"		
FIEff6	Situational effort		
FIKno7	What I knew	FIKno-Knowledge	
FIKno8	My knowledge		
FIKno9	"What I had knowledge of"		
FISki10	"What I had the skill to do"	FISki-Skills	
FISki11	My skills		
FISki12	"The skills that I possessed at the time"		
FIEmo13	"Feelings I had"	FIEmo-Emotions	
FIEmo14	"Emotions I experienced"		
FIEmo15	"My emotions or feelings experienced"		
SCAct1	"I concentrate my efforts on doing something about the situation I am in"	SCAct-Active	PSC
SCAct2	"I take action to try to make the situation better"		
SCPla3	"I try to come up with a strategy about what to do"	SCPla-Planning	
SCPla4	"I think hard about what steps to take"		
SCAcc5	"I accept the reality of the fact that it happened"	SCAcc-Acceptance	
SCAcc6	"I learn to live with it"		
SCRef7	"I try to see it in a different light, to make it seem more positive"	SCRef-Reframing	
SCRef8	"I look for something good in what is happening"		
SCEmo9	"I get emotional support from others"	SCEmo-Emotional Support	
SCEmo10	"I get comfort and understanding from someone"		
SCIns11	"I get help and advice from other people"		

SCIns12	"I try to get advice or help from other people about what to do"	SCIns-Instrumental Support	
SCBeh13	"I give up trying to deal with it"	SCBeh-Behavioral Disengagement	NSC
SCBeh14	"I give up the attempt to cope"		
SCDen15	"I say to myself "this isn't real""	SCDen-Denial	
SCDen16	"I refuse to believe that it has happened"		
TO1	"I often think about quitting"	TO-Turnover	TO
TO2	"It is likely that I will actively look for a new job near year"	TO-Turnover	
TO3	"I will probably look for a new job in the next year"	TO-Turnover	
TO4	"I often think of changing my job"	TO-Turnover	
ABS2	"I never miss work"	ABS-Absenteeism	
ABS3	"I miss work far more often than my co-workers"	ABS-Absenteeism	
ABS4	"I would only miss work under very exceptional circumstances"	ABS-Absenteeism	
ABS5	"I have been reprimanded for the number of my absences"	ABS-Absenteeism	
ABS6	"I take pride in not missing work"	ABS-Absenteeism	
ABS7	"I am often absent from work"	ABS-Absenteeism	
ABS8	"I feel bad if I have to miss work"	ABS-Absenteeism	
ABS9	"I don't care if I have to miss work"	ABS-Absenteeism	
ABS10	"I feel like I have let my company down if I miss work"	ABS-Absenteeism	
ABS11	"I enjoy days when I am absent from work"	ABS-Absenteeism	
LAT1	"How many times were you late for scheduled work for any reason for the last twelve (12) months?"	LAT-Lateness	
LAT2	"How many times were you late for scheduled work this past year due to either bad weather, traffic, car problems/accident, unreliable public transportation, child or dependent care issues, or feeling sick?"	LAT-Lateness	LAT

To check reliability of the scales underlying study variables, Cronbach's alpha was used.

For research purposes values 0.7 are suggested by Nunnally (1970) and 0.6 by Moss et al. (1998).

Reliability results are shown in Table 8 below. The data indicate that the measures were robust in

terms of internal consistency as indexed by the internal consistency reliability. The reliabilities of the different measures range from 0.840 to 0.950, which all exceed the threshold of 0.7.

Table 8 Composite Reliability

Scales	Items	Cronbach Alpha
Causal Analysis	15	.945
Future Improvement	15	.950
Positive Stress Coping	12	.850
Negative Stress Coping	4	.904
Turnover	4	.929
Absenteeism	10	.840
Lateness	2	.950
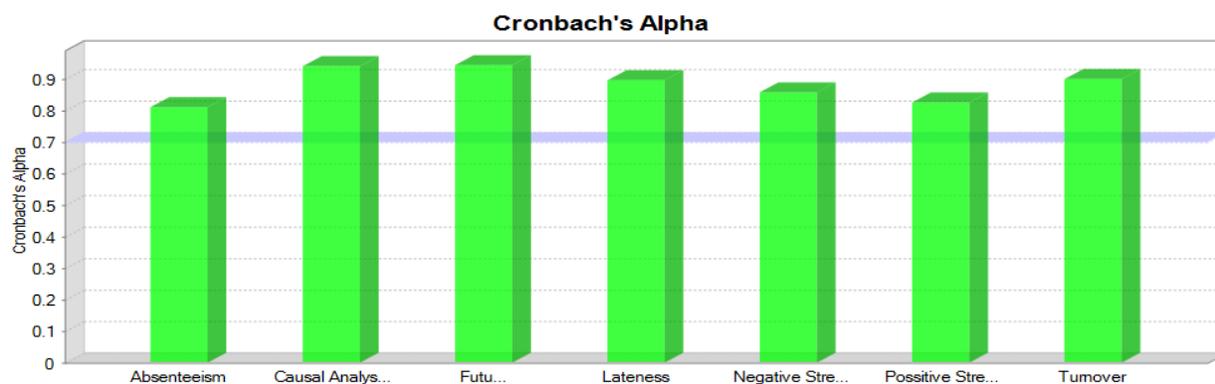
Figure 3 Cronbach's alpha

The constructs and indicators were modeled in accordance with the hypothesized relationships. Figure 4 below shows the working model among the latent variables. The measurement model explored the correlations between the underlying constructs and the item indicators.
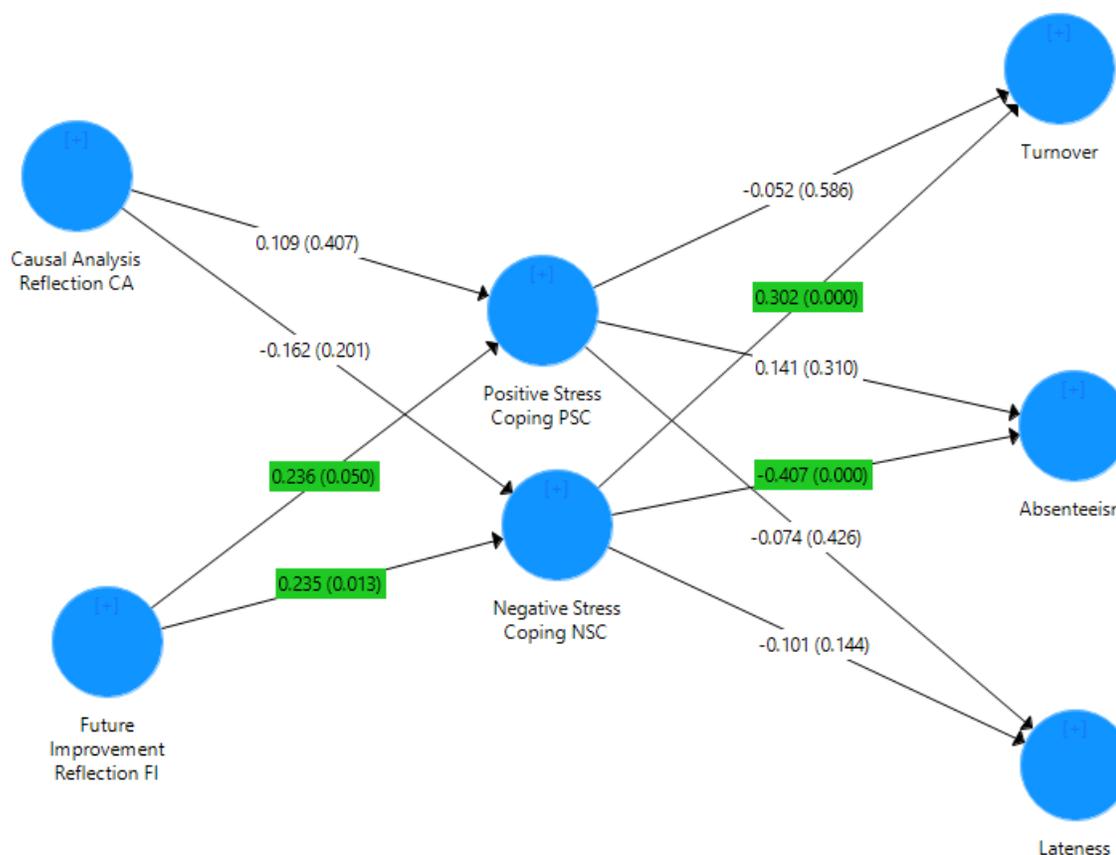
Figure 4 Hypothesized model with path coefficients

The measurement model showed that PSC indicators had loadings ranging from 0.196 to 0.787. The indicators with the lowest loadings are SCAcc6- "I learn to live with it" (0.196), SCAcc9- "I get emotional support from others" (0.394), and SCAcc8- "I look for something good in what is happening" (0.462). All these indicators belong to the PSC grouping. Item retention/elimination from a scale should be based on theory and content as well as empirical results in analysis of the scale and items. I chose to retain the items based on content/theory relevance (i.e., the item reflects a legitimate part of stress coping) and the fact that the items were deemed relevant in prior stress coping research. The Cronbach's alpha reliability coefficient reported earlier was also acceptable for this scale. I therefore chose to keep the PSC grouping.

Review of the measurement model showed that NSC indicators had loadings ranging from 0.813 to 0.865. The indicator with the lowest loading is SCBen13-" I give up trying to deal with it" (0.813), and the indicator with the highest loading is SCBeh14- "I give up the attempt to cope" (0.865). All these indicators belong to the NSC grouping.

Turnover indicators had loadings ranging from 0.832 to 0.893. The indicator with the lowest loading is TO1- "I often think about quitting" (0.832), and the indicator with the highest loading is TO3- "I will probably look for a new job in the next year" (0.893). All these indicators belong to the Turnover grouping.

Absenteeism indicators had loadings ranging from 0.292 to 0.820. The indicator with the lowest loading is ABS10- "I feel like I have let my company down if I miss work" (0.292), and the indicator with the highest loading is ABS7- "I am often absent from work" (0.820). All these indicators belong to the Absenteeism grouping.

Lateness indicators had two loadings. LAT1- Late incidents for last twelve months (0.945), and LAT2- Late incidents for last twelve months due bad weather, traffic, and child dependent issues (0.958).

The observed path model results are displayed in Figure 4 and also in Table 13 below (Path Coefficients). As noted previously, the reflection variable was split in two reflection dimensions: Causal Analysis and Future Improvement. CA had a non-significant positive influence (beta = 0.109, p-value = 0.407) on PSC and a non-significant negative influence on NSC (beta = -0.162, p-value = 0.201). These results do not support H1.

FI had a significant positive influence on PSC (beta = 0.236, p-value = 0.050) and a significant positive effect on NSC (beta = 0.236, p-value = 0.013). This means that as FI increases, both PSC and NSC also increase. The positive effect for FI on PSC was predicted, but the positive

effect of FI on NSC is counter to the predicted negative relationship with NSC in H2. The results of the model showed that more NSC relates to more turnover and absenteeism (although there is a negative coefficient, recall that higher scores on the absenteeism measure used here reflects less absenteeism).

With respect to indirect effects, CA and FI do not have significant effects on the withdrawal outcomes. This anomalistic result regarding the effect of reflection on withdrawal behaviors in the hospitality workforce deserves future further analysis. See Total Effect table 9 below.

Table 9 Total Effects

	Original Sample (O)	Sample Mean (...	Standard Deviation ...	T Statistics (|O...	P Values
Causal Analysis Reflection CA -> Absenteeism	0.081	0.085	0.062	1.319	0.188
Causal Analysis Reflection CA -> Lateness	0.008	0.009	0.026	0.319	0.750
Causal Analysis Reflection CA -> Negative Stress Coping NSC	-0.162	-0.160	0.127	1.281	0.201
Causal Analysis Reflection CA -> Positive Stress Coping PSC	0.109	0.103	0.131	0.830	0.407
Causal Analysis Reflection CA -> Turnover	-0.055	-0.053	0.044	1.257	0.209
Future Improvement Reflection FI -> Absenteeism	-0.063	-0.061	0.066	0.952	0.341
Future Improvement Reflection FI -> Lateness	-0.041	-0.044	0.030	1.397	0.163
Future Improvement Reflection FI -> Negative Stress Coping NSC	0.235	0.231	0.095	2.489	0.013
Future Improvement Reflection FI -> Positive Stress Coping PSC	0.236	0.250	0.120	1.968	0.050
Future Improvement Reflection FI -> Turnover	0.059	0.056	0.039	1.501	0.134
Negative Stress Coping NSC -> Absenteeism	-0.407	-0.410	0.082	4.985	0.000
Negative Stress Coping NSC -> Lateness	-0.101	-0.097	0.069	1.464	0.144
Negative Stress Coping NSC -> Turnover	0.302	0.311	0.062	4.879	0.000
Positive Stress Coping PSC -> Absenteeism	0.141	0.145	0.139	1.017	0.310
Positive Stress Coping PSC -> Lateness	-0.074	-0.087	0.093	0.797	0.426
Positive Stress Coping PSC -> Turnover	-0.052	-0.057	0.096	0.545	0.586

Discriminant validity or divergent validity tests whether concepts or measurements that are not supposed to be related are, in fact, unrelated. Recommended approach to test for discriminant validity on the construct level is Average Variance Extracted AVE-SE comparison (Fornell & Larcker, 1981). These tests were conducted in SmartPLS, and results are reported below in Table 10. In this study the correlations coefficient of the dimensions are less than 1, in line with the standards set by Geski & Nevin (1985).

Table 10 Discriminant Validity Assessment

	Absenteeism	Causal Analysis ...	Future Improveme...	Lateness	Negative Stres...	Positive Stress ...	Turnover
Absenteeism	0.603						
Causal Analysis Reflection CA	0.083	0.733					
Future Improvement Reflection FI	-0.014	0.584	0.749				
Lateness	-0.089	0.145	0.009	0.951			
Negative Stress Coping NSC	-0.408	-0.025	0.141	-0.100	0.837		
Positive Stress Coping PSC	0.144	0.247	0.300	-0.074	-0.007	0.580	
Turnover	-0.287	0.016	0.102	0.113	0.303	-0.055	0.875

R-Square measures how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regression. The table below shows R-Square values.

Table 11 R-Squares

	R Square	R Square Adjus...
Absenteeism	0.186	0.178
Lateness	0.016	0.005
Negative Stress Coping NSC	0.037	0.027
Positive Stress Coping PSC	0.098	0.088
Turnover	0.094	0.085

The results in the Correlation Matrix (Table 12) and Total Effects (Table 9) show that there is no significant relationship between reflection and the withdrawal behaviors (turnover, absenteeism, and lateness) in correlations nor in the indirect effects. Because reflection has no effect on withdrawal, and this would be a condition of testing a mediation effect, we cannot conclude a mediation effect for stress coping between reflection and withdrawal.

Table 12 Correlation Matrix

	Absenteeism	Causal Analysi...	Future Improv...	Lateness	Negative Stres...	Positive Stress ...	Turnover
Absenteeism	1.000	0.083	-0.014	-0.089	-0.408	0.144	-0.287
Causal Analysis Reflection CA	0.083	1.000	0.584	0.145	-0.025	0.247	0.016
Future Improvement Reflection FI	-0.014	0.584	1.000	0.009	0.141	0.300	0.102
Lateness	-0.089	0.145	0.009	1.000	-0.100	-0.074	0.113
Negative Stress Coping NSC	-0.408	-0.025	0.141	-0.100	1.000	-0.007	0.303
Positive Stress Coping PSC	0.144	0.247	0.300	-0.074	-0.007	1.000	-0.055
Turnover	-0.287	0.016	0.102	0.113	0.303	-0.055	1.000

PSC has a non-significant negative impact on turnover (*beta* = -0.052, *p*-value = 0.586) and on lateness (*beta* = -0.073, *p*-value = 0.409), and a positive non-significant impact on absenteeism (*beta* = 0.141, *p*-value = 0.318). Thus, H3 was not supported. NSC had a positive significant impact on turnover (*beta* = 0.302, *p*-value = 0.000), consistent with H4. NSC had a significant negative impact on absenteeism (*beta* = -0.407, *p*-value = 0.000). It is important to again note that this absenteeism scale is interpreted as higher scores mean lower absenteeism. Therefore, this result suggests that as NSC increases absence increases, consistent with H4. NSC had a nonsignificant negative relationship with lateness (*beta* = -0.102, *p*-value = 0.174).

Table 13 Path Coefficients

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O...	P Values
Causal Analysis Reflection CA -> Negative Stress Coping NSC	-0.162	-0.160	0.127	1.281	0.201
Causal Analysis Reflection CA -> Positive Stress Coping PSC	0.109	0.103	0.131	0.830	0.407
Future Improvement Reflection FI -> Negative Stress Coping NSC	0.235	0.231	0.095	2.489	0.013
Future Improvement Reflection FI -> Positive Stress Coping PSC	0.236	0.250	0.120	1.968	0.050
Negative Stress Coping NSC -> Absenteeism	-0.407	-0.410	0.082	4.985	0.000
Negative Stress Coping NSC -> Lateness	-0.101	-0.097	0.069	1.464	0.144
Negative Stress Coping NSC -> Turnover	0.302	0.311	0.062	4.879	0.000
Positive Stress Coping PSC -> Absenteeism	0.141	0.145	0.139	1.017	0.310
Positive Stress Coping PSC -> Lateness	-0.074	-0.087	0.093	0.797	0.426
Positive Stress Coping PSC -> Turnover	-0.052	-0.057	0.096	0.545	0.586

VI DISCUSSION

The goal of this study was to examine the role of reflection in predicting employee stress coping, which in turn was expected to influence turnover, absenteeism and lateness. More specifically, it assesses the role of two dimensions of reflection: CA and FI in helping employees strengthen their stress coping process that would have an impact on withdrawal behavior (turnover, absenteeism and lateness). Reflection has been studied by Maurer et al. (2014; 2018) as a behavioral variable. The results of the structural model showed that, consistent with predictions, more NSC relates to more turnover and absenteeism. Additionally, the FI dimension of reflection is related to more positive stress coping, as predicted, but also to more negative stress coping, which was not predicted. Further, reflection does not appear to influence withdrawal behavior directly or indirectly.

VI.1 Effect of Reflection Dimensions on Stress Coping

H1a, H1b, H2a, and H2b dealt with the effects of reflection on stress coping. The results showed that more FI reflection is related to more positive stress coping. This was a relationship hypothesized in the model. During the reflection process, as employees are increasingly focused on improving for the future in a proactive way, they are also more likely to use more PSC mechanisms involving active strategies such as planning, reframing and seeking support. The productive and constructive way of reflecting to develop plans enhances one's coping process and is likely to enable more effective means of stress coping. This suggests that those who reflect in a way that analyzes difficulty by focusing on causes that are under their control are likely be pursue better stress coping mechanisms as a way of dealing with stress. This is the first study to specifically identify an underlying dimension of reflection that seems to relate to positive approaches to stress coping and to address these processes within the hospitality industry, which

is a very stressful industry within which to work. Therefore, these empirical linkages offer new insights into reflection, stress coping and hospitality employee mindsets.

The results also showed that more FI reflection is related to more negative stress coping. This relationship was not predicted. That is, I expected more FI reflection to be related to less (not more) negative stress coping. It is not clear why this result occurred, but maybe as employees divert attention toward overall improvement, they are more likely to attempt to deal with stressors by any means, either positive or negative, and thus the FI variable is related to both types of stress coping. Another possibility for the effect is that, with higher FI reflections, employees are less focused on the stressors and more focused on performance and development. Thus, by focusing more of their thoughts on FI they are essentially also less likely to continue to think about the stressors (e.g. withdraw from thinking about them) and more likely to focus on other matters. Aligned with these results, Lo and Lamm (2015) found that the most common coping mechanisms in the hospitality work setting were those that centered on controlling one's emotions and thoughts and use personal adaptation techniques. This new conception of FI reflection creates an opportunity for future research that focuses on learning and development and changing future behavioral path patterns. Another intriguing extension, for future research, would be the exploration of personality attributes and situational factors in relation to reflection and also stress coping habits.

With respect to hypotheses suggesting that CA is correlated with positive and negative stress coping, there was no statistically significant relationship between CA and either type of stress coping. One would expect that the more causal reflection an employee is engages in, and thus the more actively a person is trying to understand and deal with challenges or stressors, the more PSC he/she should be pursuing. One possible explanation of the findings above is that a

causal reasoning approach is not a prominent part of stress coping for this population of workers or it could be that the concept of causal reflection is under-utilized in organizational practice. Another possibility in understanding the present results is that the action implications dimension of reflection or FI intentions is more directly relevant to actual stress coping mechanisms. Future research could be done on ways of strengthening reflection techniques to produce stronger positive stress coping. Likewise, research could investigate the role of intervention-based reflection in developing varying degrees of stress coping mechanisms.

VI.2 Effects of Stress Coping on Withdrawal Behaviors

Hypotheses H3a, H3b, and H3c; and H4a, H4b, and H4c dealt with the effects of stress coping on withdrawal behaviors. The results showed that more NSC behavior is related to more absenteeism behavior. This effect was predicted in the model. The results also showed that more NSC was related to more employee turnover behavior as measured in the present study. This was also predicted in the model. The model data indicates no statistically significant relationship between PSC and turnover, PSC and absenteeism, and PSC and lateness. It was unclear why positive coping did not have a direct effect on withdrawal behaviors, as we had expected and as had been found in previous studies (Wallace & Tighe, 1994). I expected that the more employees cope with stress using positive coping strategies, the less withdrawal behaviors they exhibit. This hypothesis was rejected either because stress coping doesn't play a practical role in preventing withdrawal behavior, or there may be other internal and external reasons for turnover, absenteeism, and lateness occurrences in the organizational context. Future research might further explore sources of withdrawal behavior in the hospitality setting.

It seems reasonable that NSC would lead to more withdrawal behavior. That is, as NSC increases so does the likelihood that individuals will leave, call off work, or be late to scheduled

shift. This relationship was supported in regard to NSC-Turnover, and NSC-Absenteeism. In a study conducted by Borda and Norman (1997), they asserted that both turnover and absence may be termed physical withdrawal behaviors and are also interrelated because they both derive from the same motivation to escape a dissatisfying employment. Negative coping is largely made up of avoidance and withdrawal, so this is a closely-related construct to employee withdrawal. It is therefore important to understand this form of coping behavior and to pay attention to it as something to manage and influence to the extent possible as it may help to reduce withdrawal by employees.

It is explicit that some workers will cope with workplace stress more effectively than others (Law, Pearce, and Woods 1995). Failure to cope effectively may generate forms of absenteeism. The research suggests that when employees are not effectively coping with stress, they develop a behavioral path of disengagement that leads to leaving the company or calling off.

VII CONCLUSION

VII.1 Study Implications

An important goal of this study was to examine the role of reflection in helping employees develop coping strategies and the effectiveness of those coping strategies in reducing withdrawal behaviors. This study adds to the research literature by illustrating that the underlying dimension of FI reflection plays a role in helping employees develop NSC in the hospitality industry and that this form of coping leads to decreasing turnover and absenteeism, important forms of withdrawal in this industry. With respect to the non-significant effects of CA reflection on stress coping, there could still be other undiscovered outcomes resulting from CA reflection in the hospitality and other industry workplaces that could be examined. Future research should investigate the role of reflection on job performance, development, and work productivity.

The present study also adds to previous research on stress coping in the workplace, which has focused on manufacturing or machine-dominated industries, not 'service-oriented' hospitality industry. Employment in hospitality, in particular front-line positions, can be very demanding, involving constant interactions with people, erratic pace, challenging schedules, all while requiring effective interpersonal skills. Previous literature has not examined either reflection or stress coping strategies to any significant extent in the hospitality industry, and there is little research on the role stress coping plays in terms of withdrawal behaviors. The present study helps to fill a void in that literature by directly examining several of these issues.

Employee withdrawal behavior is a costly issue for companies. The costs of employee turnover and absenteeism include direct costs such as separation cost, recruiter fees, and training costs. Employee withdrawal also has indirect costs related to employee morale, loyalty, and productivity. Findings of my study provide some additional insight regarding how to minimize

turnover and absenteeism possibly by influencing negative stress coping. Given that withdrawal behaviors are of a great concern in hospitality and tourism industries, reducing turnover can translate into lower financial costs and can create a larger, more experienced pool of workers to promote into managerial positions.

This research study has theoretical and practical implications for both hospitality professionals and academia. This study explores (1) the difference between those who reflect and those who don't in developing stress coping mechanisms that would allow them to cope with stress; and (2) the impact of stress coping strategies on withdrawal behaviors (turnover, absenteeism, and lateness). The results of this research suggest that FI dimension of reflection allows the development of some aspects of Negative Stress Coping, and that NSC decreases turnover and absenteeism.

VII.2 Study Limitations

Like any other study, this one is not without limitations. First, my sample size is limited at N=193, so future research might pursue larger samples. Further, while the findings are limited to the U.S. hospitality market, this research provides some questions worthy of further research in other western countries as well as non-Western countries. Societies characterized by power distance and male-dominated approaches could influence how they cope with stress in an organizational context. This study's sample consists of entry-level employees and hourly supervisors and it included a large proportion of female respondents. It would also be interesting to see the outcome in managerial and executive positions.

This is a study of front-line employees in the hotel industry. To test the generalizability of this research, the study could be replicated in other industries that experience stressful and

challenging work settings just as in the hospitality industry. Finally, this sample was largely female, and so additional research could be conducted in a more balanced gender sample.

VII.3 Additional Suggestions for Future Research

Organizational stress is universal and applies to all workplaces. Prior research conducted outside the hospitality field has found detrimental effects on employee productivity, job performance, and costly turnover (O'Neill & Davis, 2011). Aizzat Mohd et al. (2014) found that engaging in deviant behavior may be one form of behavioral responses to stress. Services such as hospitality have been labeled as 'low skill' in both the academic literature (Westwood, 2002) and the popular press. According to Choi, Woods, and Murrman (2000), Iverson and Deery (1997), and McPhail and Fisher (2008), the hospitality industry is known for low-skilled employees, for its lack of career development programs, for not investing in training, and for not focusing on long-term commitment. This study has important practical implications and may contribute to the creation and implementation of stress coping training to assist employees with developing strategies to analyze and deal with challenging events. It may serve as a motivator for human resource or management practitioners to develop and implement interventions designed to teach hospitality professionals strategies to improve their reflection as a means to influence their stress coping or to teach stress coping strategies a means to reduce withdrawal.

The results from the present study, along with my experiences in carrying out the project, lead me to offer the following recommendations for future research:

1- Educators in the Hospitality/F&B and Tourism should collaborate with industry leaders to define the specific skills and behaviors that would help hospitality students, who are entering the workforce, harness the reflection practices in the workplace. Professionals and researchers should commit to making certain that hoteliers new to the profession do not fall into the stress and isolationist trap and resort to withdrawal behavior.
2- The hospitality industry should be more involved, supportive and participate in research addressing the physical and psychological challenging nature of the hospitality work

environment. This should include financial contributions that support research efforts, curriculum development and learning opportunities.

3- Hospitality practitioners should commit to participating in future academic research that seeks to identify workplace stress and ways to cope with challenging events.

4- Although employee withdrawal behaviors are considered a characteristic of the hotel industry, Lo and Lamm (2015) found that employee turnover may not be related to stress or work conditions, but rather to new employment opportunities and relocation. Therefore, hospitality professionals and researchers should further research and identify other reasons for withdrawal behaviors (turnover, absenteeism, and lateness) for entry-level and hourly supervisors in the hospitality industry.

5- When we talk about withdrawal behaviors, there are several external labor market conditions that influence turnover. Future research might do well to consider external moderators of the relationship between reflection and withdrawal behavior.

6- Hospitality organizations may want to consider Organizational Stress-Reducing Interventions as a training tool to help alleviate stress in the workplace and train employees to trigger their coping strategies. Stress Management Training and Employee Assistance Programs EAP are proven approaches that foster awareness of organizational stressors and help employees gain control over their work setting.

Employees in the hotel business face several physical and psychological pressures related to low wages, long working hours, and demanding guests. Many employees enter the hotel industry with the expectation of working the minimum of time at any organization (Iverson & Deery, 1997). By failing to promote the perception of long-term commitment and creating formalized management procedures (Simms et al., 1988), the industry has created a culture of turnover and unstable working conditions.

In the field, hotel managers might facilitate work environments that encourage professionals to engage in learning reflective journal writing, indulge in "stop and reflect" episodes, and attend one-on-one peer-group reflection sessions guided by qualified facilitators (Hetzner, Heid, & Gruber, 2012; Mauroux, Konings, Zuffeerey, & Gunter, 2014). Furthermore, hotel managers might create an appropriate organizational context that encourages workers who are experiencing stressful events to engage in conversations with co-workers and management. Tailored stress-coping training courses and support processes could be useful in making workers

less vulnerable to stressors in the hotel industry. Finally, by providing managerial positive feedback, employees under stress will know that they have someone to consult when problems at work arise.

In conclusion, any efforts toward cost-effective reduction in employee withdrawal behavior could be beneficial. Research and practice that addresses the mindset and strategies of employees in this domain seems critically important for the hospitality industry, and the present study is intended to help advance that effort.

APPENDIX: SURVEY QUESTIONS

1. **Gender**
   a. Male
   b. Female
2. **Age**
   a. 18 - 24
   b. 25 - 34
   c. 35 - 44
   d. 45 - 54
   e. 55 - 64
   f. 65 and above
3. **Which of the following category best describes the industry you primarily work in?**
   a. Manufacturing
   b. College/University
   c. Military
   d. Retail
   e. Hospitality
   f. Health Care
   g. Education
   h. Other (please specify)
4. **What department do you work at?**
   a. Front Desk
   b. Restaurant/F&B Outlet
   c. Fitness Center/Spa
   d. Concierge
   e. Valet/Bell
   f. Housekeeping
   g. Maintenance
   h. Administration/Sales
   i. Other (please specify) ....
5. **What's your employment status?**
   a. Full-time
   b. Part-time
   c. Seasonal (on-call)
6. **What's your position level?**
   a. Hourly non-supervisor
   b. Supervisor
   c. Manager
   d. Director
   e. Other (please specify) ....

7. **What is your race?**
    a. White
    b. Black/African
    c. Hispanic/Latino
    d. Native American
    e. Asian
    f. Two or more races
    g. Other (please specify) ....

8. **Highest Education Level completed**
    a. High school
    b. Junior college
    c. Technical/Commercial/Trade Certificate
    d. Bachelor's degree
    e. Master's degree
    f. Doctoral Degree/PhD

9. **Marital status**
    a. Single
    b. Married
    c. Divorced/Separated
    d. Widowed

10. **Where do you work?**
    a. Hotel
    b. Motel
    c. Resort
    d. Casino Hotel
    e. Cruise Line Hotel
    f. Bed & Breakfast
    g. Other (please specify) ....

11. **How long have you worked in this setting?**
    a. 0 – 5 months
    b. 6 – 11 months
    c. 1 – 2 years
    d. 3 – 4 years
    e. More than 4 years

12. **How many years of overall hospitality experience do you have?**
    a. 0 – 5 months
    b. 6 – 11 months
    c. 1 – 2 years
    d. 3 – 4 years
    e. More than 4 years

13. What's your annual income?
   a. Less than $9,999
   b. $10,000 - $14,000
   c. $15,000 - $19,999
   d. $20,000 - $24,999
   e. $25,000 - $29,999
   f. $30,000 - $34,999
   g.
   h. $35,000 or more

14. What's the size of your property?
   a. Less than 200 rooms/units
   b. Between 201 and 400
   c. Between 401 and 600
   d. Between 601 and 800
   e. Between 801 and 1000
   f. More than 1000

15. What's your property's brand?
   a. ***Best Western Hotels*** *(Best Western, Best Western Premier, ViB by Best Western, Executive Residency, Best Western Plus, Best Western Premier Collection, and Glo)*
   b. ***Choice Hotels*** *(Ascend Collection, Cambria Hotels & Suites, Clarion Hotels, Comfort Suites, Comfort Inn, Econo Lodge, Mainstay Suites, Quality Inn, Sleep Inn, Suburban Extended Stay, and Rodeway Inn)*
   c. ***Hilton Hotels & Resorts*** (*Waldorf Astoria Hotels, Conrad Hotels, Hilton, Curio A Collection, Embassy Suites, Doubletree Hotels, Canopy Hotels, Garden Inn, Homewood Suites, Hampton Inn, Home2 Suites, Tru by Hilton, and Hilton Grand Vacations)*
   d. ***Hyatt Hotels* Corporation** (*Park Hyatt, Grand Hyatt, Hyatt Hotels, Hyatt Regency, Hyatt Centric, Anda, Hyatt Place, The Unbound Collection, Hyatt Zilara, Hyatt Ziva, Hyatt House, and Hyatt Residence Club)*
   e. ***InterContinental Hotel Group*** (*InterContinental Hotels, Crowne Plaza, Hotel Indigo, Kimpton Hotels & Resorts, Even Hotels, Holiday Inn, Holiday Inn Express, Candlewood Suites, Hualuxe, and Staybridge Suites)*
   f. ***Marriott Hotels International*** (*Ritz-Carlton, JW Marriott, Marriot Executive apartments, Marriott, Marriott Vacation Club, AC Marriott, Gaylord Hotels, Renaissance, Delta Hotels, Autograph Collection, Moxy Hotels, Design Hotels, Fairfield, Protea Hotels, Edition Hotels, Bulgari Hotels, Residence Inn, TownePlace Suite, Courtyard, and Springhill Suites)*
   g. ***Starwood Hotels & Resorts*** (*Sheraton, St. Regis, Tribute Portfolio, The Luxury Collections, Aloft, Le Meridian, W Hotels, Westin, Four Points, and Element Hotels)*
   h. ***Wyndham Hotels & Resorts*** *(Wingate by Wyndham, Baymont Inn & Suites, Days Inn, Dolce, Hawthorn Suites, Howard Johnson's, Knights Inn, Microtel Inn & Suites, Ramada, Super 8, Travelodge, TRYP by Wyndham, Wyndham Hotels & Resorts, Wyndham Garden Hotels, Dream Hotels, and Wyndham Grand Collection)*
   i. Other (please specify) ………………………………………

16. **What's the location of your property?**
    a. City
    b. Suburb
    c. Airport
    d. Resort
    e. Other (please specify) ....

17. **What's your property's segment?**
    a. Luxury/Upscale
    b. Full-service
    c. Limited-service
    d. Extended Stay
    e. Budget/Economy

18. **What's your property's management agreement?**
    a. Corporate
    b. Franchised
    c. Independent Hotel
    d. Not Sure

19. **What is the postcode of your current home address? (We do not need to know your full address)**

Learning and improvement can come from the challenging experiences people go through at work. Challenging experiences at work are those that are unusual or difficult. After a person has a challenging experience, he or she may (or may not) reflect upon or think about how he/she handled that situation. He/she may think about what he or she can learn from the way he/she behaved in the experience. We want to survey you and ask questions about the way you usually or typically "think about" or "reflect upon" challenging experiences that you might have at work. We are focusing here on usual work-related challenges—not those that are traumatic, and which could cause personal, psychological, or physical harm (e.g. an act of violence, illness, crime, disaster, etc.). These experiences can come from all kinds of day-to-day tasks or events and occur frequently in the workplace (unfamiliar, difficult assignments, difficult co-workers, supervisor, or customers, high stakes or pressure, deadlines, a lack of understanding or preparedness, surprises, or any other work-related experiences that are challenging). We want to find out how you usually or typically learn from the challenging experiences that you had—your thought processes and the content of your thoughts following such experiences.

Instructions: Some individuals may think about challenging experiences in the work setting in different ways and amounts, some think a lot and some a little. In any experience, different factors might be a cause of how the experience goes for a person. Perhaps you have thought about how various things caused how experiences went for you in the past. Please describe how much you have usually thought about each of the following as being a cause of how challenging experiences went for you in the past. Consider both your strengths and weaknesses and how they may have combined to be a cause of how challenging experiences went for you in the past. Some of the items below are similar, but each differs in some way and it is important to answer every item.

How much I have usually thought about the item being a cause of how experiences went for me:

	Little or no thinking about it being a cause	2	Some thinking about it being a cause	4	Extensive thinking about it being a cause
My behavior					
My actions					
Behaviors I performed or displayed					
How hard I was trying					
The amount of effort I was giving					
Situational effort					
What I knew					
My knowledge					
What I had knowledge of					
What I had the skill to do					
My skills					
The skills that I possessed at the time					
Feelings I had					
Emotions I experienced					
My emotions or feelings experienced					

Earlier you described possible causes of challenging experiences. Next, you should rate the extent to which you have usually thought about improving upon or enhancing of the following after thinking about the causes of experiences.

Based upon my thinking about causes of experiences, the extent to which I then usually plan to change, improve or enhance:

	Little or None	2	Some	4	Extensive
My behavior					
My actions					
Behaviors I performed or displayed					
How hard I was trying					
The amount of effort I was giving					
Situational effort					
What I knew					
My knowledge					
What I had knowledge of					
What I had the skill to do					
My skills					
The skills that I possessed at the time					
Feelings I had					
Emotions I experienced					
My emotions or feelings experienced					

There are several ways to try to deal with challenging experiences. I am interested in knowing how you have tried to deal with challenging experiences. I want to know to what degree you have been doing what the item says: how much or how frequently. Don't answer on the basis of whether it seems to be working or not – just whether or not you are doing it. While making choices, try to rate each item separately in your mind from the others. Make your answers as true FOR YOU as you can.

	I haven't been doing this at all	2	3	I have been doing this a lot
I concentrate my efforts on doing something about the situation I am in				
I take action to try to make the situation better				
I try to come up with a strategy about what to do				
I think hard about what steps to take				
I accept the reality of the fact that it happened				
I learn to live with it				
I try to see it in a different light, to make it seem more positive				
I look for something good in what is happening				
I get emotional support from others				
I get comfort and understanding from someone				
I get help and advice from other people				
I try to get advice or help from other people about what to do				
I give up trying to deal with it				
I give up the attempt to cope				
I say to myself "this isn't real"				
I refuse to believe that it has happened				

Please show your opinion of the following statements by marking a number on the scale 1 – 5, where 1 represents <u>strongly disagree</u> and 5 represents <u>strongly agree</u>.

	Strongly Disagree			Strongly Agree	
1. I often think about quitting	1	2	3	4	5
2. It is likely that I will actively look for a new job near year	1	2	3	4	5
3. I will probably look for a new job in the next year	1	2	3	4	5
4. I often think of changing my job	1	2	3	4	5

Please answer the following questions about your usual work attendance habits.

1. Approximately how often were you absent from your job in the past month?

2. I never miss work	1	2	3	4	5
3. I miss work far more often than my co-workers	1	2	3	4	5
4. I would only miss work under very exceptional circumstances	1	2	3	4	5
5. I have been reprimanded for the number of my absences	1	2	3	4	5
6. I take pride in not missing work	1	2	3	4	5
7. I am often absent from work	1	2	3	4	5
8. I feel bad if I have to miss work	1	2	3	4	5
9. I don't care if I have to miss work	1	2	3	4	5
10. I feel like I have let my company down if I miss work	1	2	3	4	5
11. I enjoy days when I am absent from work	1	2	3	4	5

1. How many times were you late for scheduled work for any reason for the last twelve (12) months?

2. How many times were you late for scheduled work this past year due to either bad weather, traffic, car problems/accident, unreliable public transportation, child or dependent care issues, or feeling sick?

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