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Keywords: Turnover intention, casual-dining restaurant employees, autonomy, part-time, full-time, management concern, affective organizational commitment

Introduction

Historically, many service organizations, including those in the hospitality industry, have used a high percentage of part-time employees (Inman & Enz, 1995). During recent years, the service sector has seen an increase in the percentage of part-time staff. The results of that shift have created additional concerns related to future employee turnover and service quality. As part-time employees have become the dominant source of labor in hospitality organizations, strategies for retaining the best employees and maintaining exceptional service quality require the attention of management (Cho & Johanson, 2008). The benefits associated with part-time employment, such as reduced labor costs and flexible scheduling, are desirable, but not if they result in higher turnover costs and poor service quality.

During times of economic crisis, hospitality organizations tend to lay off numerous employees and decrease the hours of current employees,

causing an immediate reduction in costs and a long-term focus on controlling operational budgets. During recessionary periods there are fewer job opportunities in the market. Therefore, voluntary turnover decreases because people tend to stay in less-than-desirable positions until the economy improves (Gentry et al., 2007). In addition, employees settle for jobs that were once overlooked because of pay, benefits, and job requirements. The past suggests that as the economic recovery begins and employees leave for better opportunities elsewhere, turnover should increase. The research shows that it is important to determine the relationships that exist between factors such as work status, autonomy, organizational commitment, and perceptions of management concern, on the turnover intention of employees in order to create a better environment for increasing retention of the best employees (Alexandrov et al., 2007; Cho & Johanson, 2008; Fuller et al., 2003).

The current research challenges using work status as just a demographic variable, instead using it as a moderator regarding turnover intention. Because of the importance of part-time employees in the restaurant industry in particular, managers need to know how they can retain these employees and provide a work environment that continues to challenge and motivate employees in order to get the best service quality from them. Because they are not always in a position to lure new employees with lucrative pay and benefits, organizations are forced to find creative ways to motivate and retain their current part-time employees. This research will help in identifying relevant differences amongst employees, based on their perceived work status.

The current study examines the effects of perceived work status on the established relationships between turnover intentions and the constructs of autonomy, affective organizational commitment, perceived management concern for employees, and perceived management concern for customers in the casual dining restaurant industry. Work status is considered "perceived" by hourly employees since all employees with the exception of management in the sample organization are categorized as part-time hourly employees. They are not guaranteed a certain number of work hours, not provided healthcare benefits, and not provided any retirement benefits.

The following research questions are put forth:

A. Is there a relationship between perceived autonomy and turnover intention in hourly, casual-dining restaurant employees?

B. Is there a relationship between affective organizational commitment and turnover intentions in hourly casual-dining restaurant employees?

C. Is there a relationship between employee-perceived management concern for employees and turnover intention in hourly casual-dining restaurant employees?

D. Is there a relationship between employee-perceived management concern for customers and turnover intention in hourly casual-dining restaurant employees?

E. Are there mean differences in these constructs based on an employee's perceived work status as part-time or full-time?

Literature Review

Casual-Dining Restaurant Industry

Despite the economic downturn of late, the foodservice industry is on track to make more than $604 billion in 2011 (National Restaurant Association, 2011). The casual-dining segment of the industry makes up approximately 34% of the foodservice revenue (National Restaurant Association, 2006). The definition of a *casual-dining restaurant* is one that has consistent standards and menus, typically more themes than other segments, trendier and higher-priced food items than limited-service restaurants, higher service levels than quick-service restaurants, and more highly trained and knowledgeable staff (Muller & Woods, 1994). The importance of this segment of the restaurant industry cannot be overstated, and the role of the part-time employee in the segment is critical to its success. Because the restaurant industry is increasingly dependent on part-time employees, and because the casual-dining segment requires that employees have a higher level of service and product knowledge, it is critical for managers to understand how to best retain and engage part-time employees. In order to provide this higher level of service, employee retention is essential; therefore, the current study looks at how various job and organizational constructs impact turnover intention of employees.

Part-time vs. Full-time Employees

The hospitality industry has always had a strong reliance on part-time labor (Buonocore, 2010; Feldman, 1990; Inman & Enz, 1995; Johanson & Cho, 2009; Nardone, 1986), and during economic downturns this fact becomes even more evident. Hospitality research often investigates the differences between part-time and full-time employees in the workplace. This research into the differences between part-time and full-time employees is often conflicting (Cho & Johanson, 2008; Conway & Briner, 2002; Holtom, Lee, & Tidd, 2002). *Part-time employees* are defined as people who work less permanent hours and can be scheduled and hired to be flexible with guest demands, whereas *full-time employees* are typically viewed as the traditional, standard, permanent positions in organizations (Holtom, Lee, & Tidd, 2002).

Cho and Johanson (2008) concluded that even though part-time employees do not work the same number of hours as full-time employees and are traditionally more transient than full-time employees, they are an important part of the workforce. Those authors found that part-time employees should not be treated as perishable workers and that managers should implement practices that engage part-time employees. Other research has shown that despite the fact that part-time employees may have different motivations for staying with an organization, they are critical to the overall operation of the organization (Conway & Briner, 2002; Gentry, Kuhnert, & Mondore, 2007; Johanson & Cho, 2009; Sightler & Adams, 1999).

Studies of the financial benefits of using part-time employees in the hospitality industry found that if part-time employees are scheduled properly, and if managers find a way to help the employees connect with the workplace--despite being part-time employees--the organization can benefit financially. In a study done by Choi, Hwang, and Park (2009) related to the proper scheduling of hourly employees, it was found that managers must work hard at scheduling employees appropriately for the financial benefit of the employee, for the financial benefit of the company in labor costs, and for the service standards of customers. Johanson and Cho (2007) concluded that if employees, either part-time or full-time, felt connected to the workplace, they were less likely to have turnover intention; this could help organizations financially. Many employees in the restaurant industry are considered part-time and are a critical component of the workforce. It is becoming increasingly important to determine how employees distinguish themselves-- as part-time or full-time--and how this perception of their work status is related to various constructs.

Perceived Work Status

The concept of *work status* is not new; it relates to whether a person is employed in a part-time or full-time position (Buonocore, 2010; Conway & Briner, 2002; Holtom, Lee, & Tidd, 2002). The idea behind perceived work status comes from Holtom, Lee, and Tidd's (2002) *work status congruence concept*, which is defined as the degree to which employers match employee preference for full-time or part-time status, schedule, shift, and number of hours. *Perceived* is defined as the process of using the senses to acquire information about the situation (*Encarta*, 2009). In this context, perceived work status is the way that employees perceive their work status despite whether the organization officially considers the employee full-time or part-time. This perceived work status can influence the employee's overall perception of the organization and can influence the various constructs analyzed in the current study.

No research to date has taken into account the perceived work status of a group of employees and analyzed this factor as it relates to autonomy, perceptions of manager concern for employees, perceptions of manager concern for customers, affective organizational commitment, and the intention to turnover. Determining employees' perceived work status related to these constructs can give management suggestions for how to use the employee perceived work status to help facilitate improved commitment and lower turnover intention as well as to develop organizational commitment. Each of the constructs to be analyzed in the current study is described below.

Turnover and Turnover Intentions

Turnover is clearly identified as a burden to hospitality organizations, particularly as it relates to training and service quality (Tax & Brown, 1998). *Turnover intention* is the self-reported perception by employees regarding whether they will be turning over, or leaving their current place of employment, within a given amount of time.

The *turnover intention model* proposed by Alexandrov, Babakus, and Yavas (2007) provides a conceptual framework for benchmarking and potentially capitalizing on the benefits of utilizing part-time employees. The turnover intention model incorporates the relationships between key elements already found to be important to an organization: employee perceptions of management concern for employees and customers, affective organizational commitment, and turnover intentions. Alexandrov et al. (2007) found that there was a linear relationship between the variables and turnover intention. The Alexandrov et al. (2007) turnover intention model was examined in a retail-service setting; the current study will analyze several of these same constructs in a casual-dining environment and will add the construct of autonomy and the possible impact of the perceived work status of employees on turnover intention.

Autonomy

Another workplace variable, autonomy, has received extensive attention in the literature, particularly as it relates to the design of work and how to help employees stay engaged with work (Karatepe, 2011; Marchese & Ryan, 2001). *Autonomy* refers to freedom, independence, and discretion in scheduling and in how to do work (Hackman & Oldham, 1975). Hackman and Oldham (1975, 1976) provided some of the earliest research addressing the importance of autonomy in job design from their instrument termed the *Job Diagnostic Survey (JDS)*. Barrick and Mount (1993) incorporated this work by revealing the moderating effects of autonomy on the five personality dimensions of extraversion, agreeableness, conscientiousness, emotional status, and openness to experience. In addition, the researchers examined

the moderating effect of autonomy on job performance, extending the work of Lee, Ashford, and Bobko (1990), whose work examined the moderating effect of autonomy on a specific personality trait and job performance.

Studies have tested the concept of autonomy and how it relates to employees in the service industry. Severt, Xie, and DiPietro (2007) determined that autonomy and participative decision making on the job had a positive impact on employee retention in school foodservice. Other studies found that autonomy and having control over various components of the job, such as the number of work hours, scheduling, and the division of server tips, helped with increasing *employee retention intention* (a term sometimes used in place of turnover intention) and satisfaction on the job (DiPietro & Milman, 2008; Namasivayam & Upneja, 2007). In a more recent study of 620 hotel employees in Turkey, Karatepe (2011) found that job autonomy helped to decrease emotional dissonance and disengagement on the job. Autonomy will be analyzed in relationship to turnover intention in the current study in order to help provide managerial suggestions for decreasing turnover and thereby lowering some of the costs of employee turnover.

Employee Perceptions of Management Concern for Employees and Customers

The turnover intention model proposed by Alexandrov et al., (2007) suggested that management concern for frontline employees and customers significantly increases employees' job satisfaction and organizational commitment, and indirectly reduces their turnover intentions. This model suggests that management could increase job satisfaction and organizational commitment by its perceived behaviors and by being more supportive of customers and hourly employees. By being concerned for employees, the managers are showing that they are invested in the people that work with them to achieve goals. Showing concern for customers creates a more positive environment for both the customers and employees. Showing concern for customers may help to increase tips for frontline servers and help to create positive interactions with customers more frequently, as customers may feel more positive toward the organization.

Other research supports this by stating that supervisory support helps to increase employee retention by showing that employees tend to stay in their organization if they feel that supervisors care about them and their well-being (Fuller et al., 2003; Gentry et al., 2007). Supervisory support includes valuing employee contributions, treating employees with respect and recognition, and caring about employee development and well being (Eisenberger, Fasolo, & Davis-LaMastro, 2002; Gentry et al., 2007). This feeling of supervisory support may be related to an employee's feeling of connection to the organization and may encourage them to stay with the organization. In a study of global service providers, Gentry et al. (2007)

found that the districts or areas of the company studied that had higher levels of perceived supervisory support also had higher retention rates (or lower turnover rates).

Affective Organizational Commitment

Affective organizational commitment refers to the employee's psychological attachment to an organization (O'Reilly & Chatman, 1986). Studies by Lee and Johnson (1991) and Meyer and Allen (1991) found that employees were stronger in organizational commitment levels when the incentives or payments for the work they did met or exceeded the employee's expectations. Employee commitment has been found to be directly linked to turnover intention. Hom and Griffeth (1995) found that employees decide to leave their organization when they become dissatisfied with, and lose commitment to, the job. More recently, Karatepe et al. (2007) determined that job satisfaction and affective organizational commitment were negatively associated with turnover intention for hourly employees in a hotel.

Related to the commitment level of employees are the types of organizational citizenship behaviors that employees exhibit on the job. Organizational citizenship behaviors were analyzed in the Stamper and Van Dyne (2003) study of 257 foodservice employees: It was found that part-time employees exhibited less "helping" behaviors than their full-time counterparts. These behaviors included helping out when other employees needed help performing their work, such as clearing plates or serving drinks to a table other than their own. Part-time employees were fairly equal with the full-time employees when rated on their "voice" behaviors, which include making recommendations for how to improve the workplace or job environment, suggesting menu items, and providing feedback about guest likes or dislikes. This research shows that there are differences between part-time and full-time employees, but not as many differences as are often hypothesized by managers in the foodservice industry (Stamper & Van Dyne, 2003).

A study by Jacobsen (2000) found that part-time or temporary workers often had less organizational loyalty and dedication to their work because they viewed it as a short-term commitment; thus they did not exhibit as many loyalty and dedication characteristics as full-time employees. When employees are less loyal or dedicated to their organization, they tend to be less committed to the organization overall.

Summary

Calls for research on part-time employees reverberated in the late 1980's and early 1990's (Feldman, 1990; Inman & Enz, 1995; Nardone, 1986). Much of the research sought to identify differences across work status between full-time and part-time employees (Thorsteinson, 2003).

Researchers found mixed results across key psychological constructs, such as attitude, customer orientation, involvement, job performance, job satisfaction, organizational citizenship, organizational commitment, retention, stressors, and turnover intentions. Even today, research continues to focus on these differences between part-time and full-time employees due to the relative importance of these different types of employees in service organizations (Cho & Johanson, 2008; Gentry et al., 2007; Johanson & Cho, 2009). The reliance on part-time employees in the hospitality industry increases the importance of the research in the area.

Methodology

Data for this study were collected as part of a comprehensive analysis of a multi-unit restaurant franchisee in the Southeast. The sample population included all hourly, non-management employees across the 22-unit casual-dining restaurant chain. The restaurant group allowed the researchers access to employees via their web-based scheduling system during a one-month period. The employees were asked to complete an online survey from their home computers that took approximately 7-10 minutes to complete. The online questionnaire included questions related to their personal demographics (age, gender, education, and family status), work place characteristics (tenure, work assignment, and perceived work status), and the latent variables discussed in the literature review.

The survey was developed from previously tested measures in the literature. The survey items for the constructs of perceived management concern for employees, perceived management concern for customers, affective organizational commitment, and turnover intentions were adapted from the Alexandrov et al. (2007) study. The survey items for the autonomy variable were adapted from Barrick and Mount (1993). Restaurant executives, area managers, and academicians reviewed the survey instrument for content validity before it was administered to the hourly employees. The following table provides a summary of the measures used in this study (see Table 1). Reliability analysis was conducted on the measurement scales *perceived management concern for employees* (CE), *perceived management concern for customers* (CC), *affective organizational commitment* (AOC), and *autonomy* (AU).

Table 1
Measurement Scales

Scale	Alpha
Perceived management concern for employees (CE)	.952
1. Management cares about potential growth and achievements of each employee 2. Management encourages the employees to do whatever it takes to do the job right. 3. Management listens to what employees have to say. 4. Management motivates employees without using fear and intimidation. 5. Management inspires employees to give excellent service to customers. 6. Management practices what they preach. 7. Management promotes teamwork throughout the company.	
Perceived management concern for customers (CC)	.968
1. Management promotes high quality products and services. 2. Management is always improving its products and services. 3. Management is focused on customer satisfaction. 4. Management provides accurate information to customers. 5. Management looks for quality first when selecting suppliers. 6. Management lives up to the promises made to customers. 7. Management does a good job keeping customers informed of changes which affect them.	
Affective organizational commitment (AOC)	.951
1. I find that my values are aligned with the company's values. 2. I am really glad that I chose to work for this company as opposed to a competitor. 3. I really care about this company's future. 4. I would not hesitate to recommend this company as a good place to work. 5. My work at this company gives me a sense of accomplishment. 6. I am proud to work at this restaurant. 7. I understand the mission of my company.	
Autonomy (AU)	.696
1. There is a lot of freedom in how I perform my job. 2. This job is quite simple and repetitive. 3. If someone else did my job, they could do the tasks in a very different manner than me. 4. The way my job is performed is influenced a great deal by what others (supervisors, peers, customers, etc.) expect. 5. The way my job is performed is influenced a great deal by company rules, policies, and procedures. 6. The work itself provides a lot of clues about what the person should do to get the job done. 7. I enjoy the flexibility that Hot Schedules provides me in managing my schedule.	

In order to achieve a desirable response rate, a link to the electronic survey was placed within the scheduling software environment so that employees would be invited to participate in the study when they logged in from home to receive their weekly work schedule. There was also support from company executives, area directors, and unit managers in promoting participation in the survey by hourly employees.

Results

After a 4-week period beginning in mid-November, 296 useable responses were completed from a sample population of 650 employees, resulting in a 45.5% response rate. Employees from all 22 restaurant units participated in the study.

A summary of the respondents' demographics is provided (see Table 2). More than half of the respondents were female (67%). More than 73% of the respondents were between the ages of 20 and 34. More than 75% had gone to college or were currently in college, and more than 65% of the respondents were single and without children. In addition to these demographics, workplace information was gathered. Over 52% of the respondents had been with the company less than a year. An additional 28.5% had been with the company 1-2 years, and 19% had been with the company more than 2 years. The majority of the respondents were classified as servers (62.5%) and hosts (11.8%). The respondents who had work assignments that were grouped under "other" (5.4%) included "to-go" employees and "food expeditors." In regard to perceived work status, more than 42% of the respondents considered themselves full-time. It is interesting and important to note that the organization does not classify any of the hourly employees as full-time. The reasons for this are that employees receive no set or guaranteed number of hours, no permanent employment contract, and no health or retirement benefits from the organization. Thus the classification for full-time and part-time employment status was based purely on employee perception of their work status.

Table 2
Summary of Demographics

Variables	Number	Percent
Gender		
Female	195	67.0 %
Male	96	33.0 %
Age		
16 to 19	41	13.9 %
20 to 24	128	43.5 %
25 to 34	89	30.3%
35 to 44	27	9.2 %
45 to 54	8	2.7 %
55 to 64	1	1.0 %
Above 65	0	0.0 %
Education		
Less than High School	6	2.0 %
High School / GED	60	20.3 %
Some College	157	53.2 %
2-year College Degree	33	11.2 %
4-year College Degree	37	12.5 %
Master's Degree	1	0.3 %
Doctoral Degree	0	0.0 %
Professional Degree	1	0.3 %
Family Status		
Single without children	191	65.2 %
Single with children	40	13.7 %
Married without children	10	3.4 %
Married with children	39	13.3 %
Life partner without children	8	2.7 %
Life partner with children	5	1.7 %

Note: n=296

Scatter-plot diagrams were used to examine the expected linear relationship between the variables prior to conducting correlation analysis. Additional analysis examined the Pearson correlation between the latent variables *perceived management concern for employees* (CE), *perceived management concern for customers* (CC), *affective organizational commitment* (AOC), *autonomy* (AU), and *turnover intentions* (TI) (see Table 3).

The first research question explored the relationship between autonomy and turnover intentions. The data revealed a moderate negative relationship, suggesting that higher levels of perceived autonomy are related to lower turnover intentions. The second research question explored the relationship between an employee's affective organizational commitment and turnover intentions. The data revealed a strong negative relationship, suggesting that higher levels of affective organizational commitment are

related to lower turnover intentions. The third research question explored the relationship between employees' perception of management's concern for employees and turnover intentions. The fourth research question explored the relationship between employees' perception of management's concern for customers and turnover intentions. Both employees' perception of management's concern for employees and customers revealed a strong negative, linear relationship with turnover intention, as revealed in previous studies. These findings show that if employees perceive that their managers show concern for employees and customers, it is related to lower turnover intentions for the employees.

In order to answer the last research question regarding whether there were mean differences between part-time and full-time perceived work status and the constructs analyzed in the current study, sample t-tests were utilized. Although mean differences were significant only for *affective organizational commitment*, employees that perceived themselves as full-time revealed more favorable means across all measures (see Table 4).

Table 3
Correlation matrix latent variables

Variable	CE	CC	AOC	AU	TI
CE	1.000	-	-	-	-
CC	0.845	1.000	-	-	-
AOC	0.747	0.804	1.000	-	-
AU	0.396	0.455	0.515	1.000	-
TI	-0.597	-0.604	-0.691	-0.296	1.000

Note: n=296. All correlations were significant at the 0.01 level (2-tailed).

Table 4
Differences in Perception by Perceived Work Status

Variable	Mean	Full-time	Part-time	t	Sig.
CE	5.30	5.37	5.24	-0.696	.487
CC	5.68	5.82	5.57	-1.545	.123
AOC	5.57	5.79	5.41	-2.313**	.021
AU	5.34	5.34	5.33	-0.113	.910
TI	2.92	2.79	3.02	1.022	.308

Measured on a 7-point Likert scale: 1=strongly disagree; 7=strongly agree

Turnover intentions were measured over four different intervals. Each interval was analyzed independently. Mean differences of turnover intentions were not statistically significant for the first two measures.

However, turnover intention within 12 months and 24 months showed significant differences. Employees who perceived themselves as part-time indicated higher consideration for leaving the company as time progressed. In addition, the magnitude of the mean differences increased across the four turnover intention measures (See Table 5).

Table 5
Differences in Perception by Perceived Work Status

Variable	FT	PT	MD	Sig.
I frequently think of quitting my job.	2.79	3.02	.230	.308
I am thinking of quitting in the next 6 months.	2.71	3.02	.310	.187
I am thinking about leaving this company in the next 12 months.	2.92	3.51	.591	.019
I am thinking about leaving this company in the next 2 years.	3.45	4.29	.837	.001

Measured on a 7-point Likert scale: 1=strongly disagree; 7=strongly agree

Discussion and Implications for Practitioners

The results of the current study supported previous studies in which affective organizational commitment revealed a negative correlation with turnover intentions. Thus, turnover intentions are lower for those employees with higher levels of affective organizational commitment. This finding suggests that if managers can gain commitment of employees either through their actions or by more diligent hiring practices, employees will be less likely to turnover. This suggests that managers need to make more of an effort to use organizational commitment questions as part of the hiring process and encourage and reward the behaviors that demonstrate affective organizational commitment in daily operations. Once employees are hired, the company needs to work at increasing commitment level by possibly including employees in decision making, communicating about issues occurring in the business, and creating a sense of ownership or partnership in the organization.

Perceived work status revealed mean differences in affective organizational commitment. Employees who perceived themselves as part-time had lower measures of affective organizational commitment. Because of the large percentage of part-time employees needed for the restaurant industry, it is important to look at strategies for creating a more committed workforce. Strategically developing policies and tactics to create higher levels of affective organizational commitment should reduce turnover intentions. In the finding about perceived work status, it was determined that employees who perceived themselves as full-time employees had higher organizational commitment. This shows that organizations need to make all employees feel

a part of the "team" or the work environment so that they feel more like a full-time member rather than a part-time member of the organization.

The results supported previous studies in which favorable perceptions of management's concern for employees and customers had a negative linear relationship with turnover intentions. Thus, turnover intentions are lower for those employees with higher perceptions of management's concern for employees and customers. These findings emphasize the role of the manager in creating a positive culture. By being honest with customers and employees, creating a motivating environment, and helping to develop staff, managers can reduce turnover. It may also prove to be helpful to have more open discussions with employees regarding the management practices that they see exhibited. Perceived work status did not reveal significant differences in how management was perceived.

The study also revealed a moderate negative relationship between autonomy and turnover intentions. This shows that the more autonomy an employee perceives in the job, the lower the turnover intentions. This finding underscores the need for managers to include employees in decision making on the job, including scheduling, work and task assignments, and work design. Employees want to feel that they can add input to what their job is and could be. This can have implications that challenge many of the old management models that emphasize excluding employees from decision making or work design. This might be seen as a benefit in an organization that does not provide health or retirement benefits to its hourly employees. In addition, allowing employees an opportunity to help in the design of their job through flexible hours and job tasks can help to increase their autonomy on the job and thus help to lower their turnover intention. Perceived work status did not reveal significant differences in autonomy; both part-time and full-time employees benefit from autonomy on the job.

Limitations

If employees who perceived themselves to be part-time demonstrated significantly lower levels of affective organizational commitment, then these employees were also less likely to complete the survey. This could be a potential limitation of the current study. Another limitation of the current study is that it is based on one organization; therefore, generalization of the results is limited.

Future Studies

Because of the use of only one organization in the current study, future research could use a sample across multiple casual-dining operations and even other segments of the restaurant industry. This would help to ensure that these findings are more widespread and not the effect of one organization's policies and procedures. In performing research with only one

organization, the results could be tainted due to the hiring practices of the organization, the type of employee that they employ, the policies that are in place in the organization, and possibly the pressure put on employees to complete the survey. These factors could have caused some static in the data that was collected. In order to minimize that influence, employees from various organizations could be used. This would result in a more generalizeable set of data about the relationships between the various latent variables in the current study and turnover intention.

Future research could also be done to look at the relative values of the desired number of work hours versus the actual work hours received by these hourly employees to determine work status congruence. Using the Holtom, Lee, and Tidd (2002) study, it would be interesting to note whether there were variations in responses based on the level of satisfaction with, and discrepancies based on, the desired and actual hours that the employees' were scheduled. *Work-status congruence* is defined as the degree to which employers match employee preference for full-time or part-time status, schedule, shift, and number of hours (Holtom et al., 2002). Although the organization in this study utilizes only part-time hourly employees, the concept of work-place congruence could be used to identify the correct match with a potential employee. In addition, attributes of the job, such as scheduling, hours, shifts, and positions, could be matched with employee preferences to increase retention and affective organizational commitment.

In the work of Holtom et al. (2002) it was determined that if employees had positive work status congruence--in other words, if they were receiving the number of work hours that they wanted--they were more satisfied, committed, and likely to stay with the employer. Future studies should look at the work status congruence related to the part-time hourly workforce in the casual-dining restaurant industry. In this way the impact on the tested relationships could be determined, and managers could practice human resources methods that might help retain employees.

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