

COMMUNICATION FRAMES OF HOTEL MANAGERS AND THEIR EFFECTS ON JOB
SATISFACTION INTENT TO LEAVE, AND JOB REGRET

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ABSTRACT

This study uses Framing Theory to examine hotel turnover. This study consisted of two phases. Phase I used qualitative research methods to answer RQ1: What communication frames do hotel managers use when describing the jobs at their hotel? Thirteen hotel managers were interviewed to discover the communication frames they use to describe their jobs. The nine communication frames of family, fun, team, manager as an advocate, autonomy, hard work, professional hotelier, comfortable, and communication style were revealed. Seven additional communication frames were revealed through the literature review. The data from the literature review and Phase I were used to create a survey for Phase II. Phase II used quantitative research methods to answer RQ2: What is the relationship between the communication frames and job satisfaction, turnover intention and job commitment? Nine communication frames that formed valid and reliable scales were analyzed. Factor analysis revealed three work outcomes of job satisfaction, intent to leave and job regret. Several correlations between the communication variables and the work outcomes were revealed. Predictors of job satisfaction were fun and fulfillment. Predictors of intent to leave were fun, manager as an advocate, hard work, pay and real job. Predictors of job regret were fun, professional hotelier, and real job. This study expands the use of Framing Theory in organizations and expands previous research. This study also has application for managers wishing to reduce turnover. Limitations and ideas for future studies were stated.