

stamolampros_2019_job_satisfaction_and_employee_turnover_determinants_in_high_contact_services_insights_from_employees_online_reviews

Year

Author(s)

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Title

Job Satisfaction and Employee Turnover Determinants in High Contact Services: Insights from Employees'Online Reviews

Venue

Tourism Management

Topic labeling

Manual

Focus

Secondary

Type of contribution

Established approach

Underlying technique

Manual labeling assisted by associated documents

Topic labeling parameters

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Label generation

For the labeling of the topics, a two-step procedure was followed.

First, two experts in human resource management and organizational behavior were recruited to help on the labeling of the topics, based on a discussion and reading of the top loading reviews from the topic solution, estimated for each corpus.

The second step involved a concordance study of the assigned labels among a panel of 8 experts with substantial experience in human resource management for travel and hospitality services. For each label, the pool of raters provided an agreement (1) or disagreement (0) score with the assigned label. The resulted Cohen's kappa was $\kappa=0.88$, indicating an almost perfect agreement among the experts. Considering their feedback, some of the topic labels were adjusted accordingly to reflect the topic content better.

Table 6: Topic Solution for Positive Feedback

Topic #	Topic Label	Prop. (%)	Top 7 Frex Words
1	Working Environment	16.51	great, staff, atmosphere, awesome, fun, friendly, environment
2	Career Opportunities	15.34	opportunity, growth, culture, advancement, training, many, room
3	Task Variety	11.71	always, guest, part, new, place, something, people
4	Scheduling Flexibility	9.49	flexible, schedule, easy, coworkers, co-worker, college, scheduling
5	Compensation	8.91	pretty, money, nice, busy, much, manager, server
6	Employee Perks	8.37	free, discount, food, coffee, drink, meal, shift
7	Benefits	8.05	health, benefits, pro, benefit, insurance, better, bonus
8	Working Hours	7.71	hour, good, high, school, work, wage, job
9	Skills Development	7.18	customer, service, experience, skill, able, fast, product
10	Work/Life Balance	6.73	day, week, month, store, long, night, decent

Table 7: **Topic** Solution for Negative Feedback.

Topic #	Topic Label	Prop. (%)	Top 7 Frex Words
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1	Leadership/Communication	13.49	upper, poor, lack, communication, leadership, management, corporate
2	Management Turnover	12.79	store, year, different, month, manager, first, something
3	Work/Life Balance	11.79	long, life, stressful, hour, balance, sometimes, work
4	Scheduling	9.93	back, day, call, one, right, even, front
5	Career Opportunities	9.26	great, little, opportunity, difficult, con, advancement, position
6	Night Shifts and Tips	9.20	server, shift, night, tip, wage, food, break
7	Employee Turnover	8.99	turnover, high, low, rate, extremely, culture, salary
8	Customer Behavior	8.48	rude, customer, service, worker, schedule, enough, amount
9	Benefits	8.41	much, really, car, lot, pretty, insurance, good
10	Managerial Behavior	7.66	horrible, bad, managers, family, favoritism, terrible, benefit

Motivation

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Topic modeling

STM

Topic modeling parameters

Nr of topics evaluated from (a) Held-out likelihood: a measure on how the number of topics explains

the overall variability in each of the corpora; (b) Exclusivity of topic words to the topic; and (c) Semantic coherence of the topic structure.

Nr of topics: 6 to 12

Nr. of topics

10

Label

Manually assigned single or multi word labels

Label selection

See step 2 of `label` generation

Label quality evaluation

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Assessors

two experts in human resource management and organizational behavior + 8 experts with substantial experience in human resource management for travel and hospitality services

Domain

Paper: Tourism and Hospitality

Dataset: Tourism and Hospitality

Problem statement

We explore a special case of electronic word of mouth that of employees' online reviews to study the determinants of job satisfaction and employee turnover.

Corpus

Origin: Glassdoor

Nr. of documents: 297,933

Details:

- employee online reviews from 11,975 US tourism and hospitality firms, taking advantage of both the review score and text.
- two sectors of interest for this study: (a) restaurants, bars and food services; and (b) travel and tourism
- period between 2008 and 2017

Document

Review text, positive/negative label, numerical rating

Pre-processing

- word text tokenization
- elimination of numbers and punctuation marks
- removal of English language stop words (using the SMART stop-word list)
- removal of context-specific stop words, such as the names of the companies in the sample and words attributed to job roles.
- POS tagging
- lemmatisation
- filtering was applied in order to keep only those terms appearing in at least 1% of the initial corpus

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@article{stamolampros_2019_job_satisfaction_and_employee_turnover_determinants_i  
n_high_contact_services_insights_from_employees_online_reviews,
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  abstract = {We explore a special case of electronic word of mouth that of  
employees' online reviews to study the determinants of job satisfaction and  
employee turnover. We perform our analysis using a novel dataset of 297,933  
employee online reviews from 11,975 US tourism and hospitality firms, taking
```

advantage of both the review score and text. Leadership and cultural values are found to be better predictors of high employee satisfaction, while career progression is critical for employee turnover. One unit increase in the rating for career progression reduces the likelihood of an employee to leave a company by 14.87%. Additionally, we quantify the effect of job satisfaction on firm profitability, where one unit increase leads to an increase between 1.2 and 1.4 in ROA. We do not find evidence supporting the reverse relationship, that growth on firm profitability increases job satisfaction. The feedback to management in employee reviews provides specific managerial implications.},

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