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THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND UNIT PERFORMANCE AND VOLUNTARY TURNOVER IN THE FAST FOOD FRANCHISE INDUSTRY

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MANAGEMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND UNIT
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FRANCHISE INDUSTRY

By
Martin Luytjes

A DISSERTATION

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FRANCHISE INDUSTRY

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We hereby certify that this Dissertation submitted by Martin Luytjes conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the Degree of Doctor of Business Administration.

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CERTIFICATION STATEMENT

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ABSTRACT

THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE HUMAN RESOURCE MANAGEMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND UNIT PERFORMANCE AND VOLUNTARY TURNOVER IN THE FAST FOOD FRANCHISE INDUSTRY

By

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The purpose of this study is to advance knowledge and practitioner understanding of human resource dynamics of the U.S. fast food franchise (FFF) industry, one plagued by extraordinary voluntary turnover (VTO), estimated at 75% of total turnover, and its effects on unit productivity. Following the research of Sun, Aryee, and Law (2007), this study looks for the potential of improving the VTO problem through the practice of high-performance human resource management (HPRM) and the potential benefits of service-oriented organizational citizenship behavior (SOCB) that it offers. This study used primary research, namely the domestic operating units of a nationally franchised sub sandwich chain, with a sample size of 112 units representing 14.8% of the total units and the evaluation of 336 hourly employees. Results showed a strong correlation between HPRM and VTO, but surprisingly there was no significant relationship between HPRM and productivity. Despite a modest correlation between HPRM and SOCB, that relationship did not demonstrate any significant mediating effect on the HPRM/VTO relationship. The results may indicate a differentiation between the effectiveness of HPRM and SOCB depending on the performance level of hourly employees, noting that low-performing employees do not respond to HPRM or demonstrate SOCB as well as others. Numerous opportunities for further research are suggested, especially in light of the size and impact of the domestic FFF industry.

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Chapter I

Introduction

As the fast food franchise (FFF) industry has evolved, organizations within it have strived to compete on a number of different fronts, pursuing the resource-based perspective of Barney (1991) in attempts to develop and maintain sustained competitive advantages. In operations, economies of scale have become a driving force (Hiemstra, 2000), with management attempting to minimize costs while maintaining quality standards and inter-unit consistency, which is a key to success in the FFF industry as evidenced in the research of Madanoglu, Lee, and Castrogiovanni (2011) that found superior performance of franchised restaurants compared to non-franchised restaurants.

Two of the primary controllable operating costs in the industry are recognized to be food and labor (Lee, 1987), and since purchasing costs for food are relatively out of the control of unit management, labor, which can be closely controlled, has been a key focus in managing operations, both at franchisor- and unit-level operations.

Looking more closely at labor and human resource management (HRM) in general, since product offerings in FFF establishments historically have been limited to standardized offerings, it appears that Taylorist management principles (The Taylor Society, 1929) have been applied to the production and distribution of fast food, attempting to find the most efficient methods for labor to perform their duties. The consequences of this management style, from reduced trust (Bacon & Blyton, 2000) to the increased likelihood of voluntary turnover (VTO; Mishra & Mishra, 2005), have been well documented. In other research, inadequate compensation and recognition were the primary reasons for turnover (Dermody & Holloway, 1998). Allegreto et al. (2013) noted

the effects of low wages on FFF turnover, as do Katz and Krueger (1992), recognizing that the limited skill sets of the workforce in the industry as well as a lack of employment alternatives keep wage rates at minimum or close to minimum wage levels.

Nonetheless, other research has found that HRM and social relations approaches in fast food jobs have provided significant levels of job satisfaction (Allan, Bamber, & Timo, 2005), while antecedents to organizational citizenship behavior (OCB) have been found to reduce turnover (Bateman & Organ, 1983). In noting that some of these practices can be considered components of high-performance human resource management (HPHRM), their positive effect in FFF warrants further research.

As a result of the traditional, Taylorist human resource management practices traditionally found in the FFF industry as a whole, total employee turnover has plagued operators, averaging 110% and up annually, with 75% being voluntary (Sullivan, 2015). Finding qualified and motivated candidates has been recognized as one of the most difficult parts of a fast food manager's job, especially when considering the nature of the work, the industry wage levels, and the less than attractive hours (Ghiselli, La Lopa, & Bai, 2001). Emphasizing the importance of this, employers spend in the range of \$2,200 to \$5,000 to replace and train each hourly staff member (Nation's Restaurant News, 2017; Sullivan, 2015), exceeding the range of one month's hourly wages.

The challenge for FFF operators is thus one of not only hiring and training but retaining the qualified and motivated employees who meet the operating needs of the organization, especially since reports indicate that 75% of hourly employees who leave do so voluntarily ("Report: Restaurant Traffic Improves," 2015). Confirming this perspective, Sullivan (2017) notes turnover as the root of nearly all restaurant problems.

This retention dilemma for FFF managers is one that can be addressed by a variety of means, one being the development of HPHRM practices. According to the research of Sun, Aryee, and Law (2007), HPHRM can promote OCB practices, which, in turn, can develop goodwill and esprit de corps that create an environment in which employees are more likely to remain with the employer and are ultimately more productive.

Following the relational perspective of the employer-employee affiliation as depicted by Sun et al. (2007) in their research in the hotel industry in China, this research extends and validates their work in another service-related context: the FFF industry in the United States. The sample includes multiple stores of an FFF organization with senior managers assessing HPHRM practices of unit-level operations and service-oriented organizational citizenship behaviors (SOCB) of hourly associates. It was anticipated that the results would indicate, commensurate with recent studies of HPHRM and OCB, there would be a lower level of VTO and improved performance in fast food operating units given the presence of these practices. In addition, implications for theory and practitioner applications are explored.

Research Problem

This study explores what, if any, relationship exists between HPHRM practices and VTO and the performance of FFF unit operations, and the mediating effect SOCB might have on that relationship.

Sub-problems.

1. Are HPHRM practices related to lower levels of VTO and higher productivity in FFF?
2. Are HPHRM practices related to service-oriented OCB (SOCB)?

3. Does SOCB mediate the relationship between HPHRM and turnover?
4. Does SOCB mediate the relationship between HPHRM and productivity?

Background and Justification

Research has shown that the livelihood of a service business lies in its employees, especially front-line, customer-contact employees (Bienstock, DeMoranville, & Smith, 2003). As a service-based business format, the FFF industry is no exception. Given the proliferation of FFF concepts as well as rising minimum wage initiatives (Jenkins, 2017), it appears that the value of HRM in this industry has never been more important (Maze, 2017).

Looking back, in the relatively short time since its post-World War II emergence, DiPietro, Welsh, Raven, and Severt (2007) note that franchising has become a significant factor in the global economy, representing one of the fastest growing methods of both expanding a business (as a franchisor) and starting a business (as a franchisee). According to the International Franchise Association (2016), 2017 U.S. franchise revenues were projected to account for 3% of U.S. economic output and total more than \$710 billion in revenues annually. Within the franchise industry, the fast food segment includes over 144,400 establishments and contributes over \$234.3 billion to the domestic economy, with the trend expected to increase due to global expansion (International Franchise Association, 2016).

The topic of employee turnover in the FFF industry has been studied from a number of perspectives, yet the viewpoint of the behavioral sciences has only recently been added to the mix. Dermody and Holloway (1998) and Price (2001) found that inadequate compensation and inadequate recognition were the primary reasons for

turnover. Looking at the Taylorist nature of fast food operations, Allan et al. (2005) studied the construct of satisfaction with “McJobs” at McDonald’s restaurants. Peterson and Luthans (2006) studied the impact of financial and nonfinancial incentives in the FFF industry. Mishra and Mishra (2005) looked at the concept of trust and organizational commitment with regard to turnover in fast food organizations.

Yet, with the theoretical and empirical advancements that have been made in the study of turnover, there have been limited applications with regard to the concept of OCB in the FFF industry. With the need to reduce VTO in the FFF industry, projected to employ over 2.74 million people in 2017 with an aggregate payroll of \$27.8 billion (International Franchise Association, 2016), this research in OCB offers a multidisciplinary approach, combining organizational behavior and management theories that have the potential to advance knowledge as well as offer practical implications for industry, with the possibility for further research in a more universal setting.

Since the various stakeholders in the FFF industry receive significant benefits from well-established relationships with FFF at a unit level, the results from this study, which can be applied at individual stores as well as larger operating units such as districts or regions, have the potential to positively affect individual employees, business partners, and communities in which FFFs conduct business. For practitioners, traditional turnover costs for non-managerial employees have been estimated at \$2,200 per employee (Nation’s Restaurant News, 2017), but depending on the situation, the estimate has gone as high as \$5,000 per employee (Sullivan, 2015). If this \$2,200 per employee turnover cost estimate is multiplied to the 2.74 million FFF employees projected for 2017, the \$6.03 billion total far exceeds the \$3.4 billion estimate of Berta (2011). Thus, the

opportunity to reduce VTO offers the potential to reduce hiring and training costs, ultimately providing the potential for improved bottom-line profitability in both unit and systemic settings.

In summary, this study helps to fill the gaps in human resource knowledge in regard to one of the largest and fastest growing service industries in the United States: the fast food franchise. By applying a behaviorally-based model that was previously tested and validated in a different service industry, this study validates previous research on HPHRM and OCB, adding an empirical HPHRM model to the FFF industry.

From a practitioner's perspective, this research can help overcome some of the traditional Taylorist practices associated with the FFF industry (Robinson & Barron, 2007), ultimately improving the potential for success in a highly competitive industry that offers a large variety of employment alternatives (Crook, Ketchen, & Snow, 2003) and experiences a high rate of employee turnover and underperformance. Since total payroll for the FFF industry is estimated at \$27.8 billion (International Franchise Association, 2016), this research, which proposes a potential for reduction in the present 110% and up industry total turnover rate by reducing the 75% VTO component (Sullivan, 2015), offers the possibility of significant payroll, hiring, and training savings for operators at both a unit and systemic level (White, 1995).

Definition of Terms

The following terms and definitions are used throughout this study:

- High-performance human resource management (HPHRM) practices.

HPHRM practices are defined by their “combination of subsystems including people flow, appraisal and rewards, and employment relation” (Bamberger &

Meshoulam, 2000, p. 67). These subsystems include practices such as selective staffing, training, promotion from within, results-oriented appraisals, and encouragement of participation, to mention a few. Sun et al. (2007) note that HPHRM practices are “defined by their combination of single practices that collectively affect organizational performance . . . and foster shared perceptions of a supportive organizational environment that motivates discretionary behaviors that contribute to organizational performance . . . typically conceptualized in terms of OCB” (p. 560).

- Organizational citizenship behavior (OCB). OCB is an extension of prosocial behavioral studies undertaken in the 1970s (Organ, 1977) with an emphasis on altruistic behaviors in an organizational setting that incorporate spontaneity towards another party without an apparent prospect of extrinsic reward (Organ, Podsakoff, & MacKenzie, 2006). Specifically, Organ et al. (2006) define OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of the organization” (p. 3).
- Service-oriented OCB (SOCB). SOCB is an extension of OCB, as “service companies have special requirements on dimensions related to dealing with customers and representing the organization to outsiders” (Borman & Motowildo, 1993, p. 90). The importance of these SOCBs is emphasized by the intangibility of the service, the customer participation in the process, and the simultaneous production and consumption of the service (Sun et al., 2007). Bettencourt and Brown (1997) formally defined SOCB as “discretionary

behaviors of contact employees in servicing customers that extend beyond formal role requirements” (p. 41). Bettencourt, Gwinner, and Meuter (2001) further extended SOCB to the typologies of loyalty SOCB, participation SOCB, and service delivery SOCB to include image, self-improvement, and conscientiousness, respectively. For the purposes of this study, the primary definition developed by Bettencourt and Brown is used in order to include as many SOCB behaviors as possible.

- Voluntary turnover (VTO). Organizational turnover is a topic that has been researched extensively. However, it is important to understand the distinction between voluntary and involuntary turnover. Specifically, Shaw, Delery, Jenkins, and Gupta (1998) note VTO as an employee’s decision to leave an organization, whereas involuntary turnover can be considered to reflect an employer’s decision to terminate the employment relationship.
- Performance. For the purposes of this study, performance uses the logarithm of sales per employee developed by Huselid (Huselid, Jackson, & Schuler, 1995). Sun et al. (2007) support Huselid’s contention that this measure offers the benefits of providing a “single index that can be used to compare productivity as well as estimate a dollar value for returns on investment for the investment of high-performance human resource practices” (such as SOCB; p. 567). As noted by Huselid, Jackson, and Schuler (1997) this measure of productivity “reflects employee efforts that are somewhat insulated from variations in the capital and product markets” (p. 177). This performance data was obtained from operating unit managers, noting that

sales-per-employee is a common standard, with minimal variance in calculation in the FFF industry.

Delimitations

- This research is limited to fast food operations of a single, nationally-based FFF system. No other organization or industry was studied.
- As noted by Sun et al. (2007), “although a universal, or best practice, approach has dominated research on organizational performance of high-performance human resource practices, there is recognition that this relationship may be contingent upon contextual or environmental conditions” (p. 571). Thus, any conditions not specifically addressed in this research were not examined.
- Although there are other potential mediating variables that might have an effect on the relationship between HPHRM and turnover (Chen, Hui, & Segó, 1998; Mobely, 1982; Sun et al., 2007), only SOCB was studied in this research.
- OCB is assumed, as noted in the accompanying literature, to offer numerous organizational benefits, but only the potential reduction in employee turnover and improved unit performance was studied.

Assumptions

- This research assumed that the FFF segment of the food service industry will continue to work towards improving operating efficiencies, including persistent efforts aimed at reducing the inherent costs of employee turnover, especially VTO, and improving performance.

- As a subset of the food service industry, it was assumed that fast food will continue to play a major role with regard to market share and scope.
- It was assumed that all of the subjects surveyed were literate, credible, and that their responses would be reasonably accurate.
- It was assumed that the survey instruments used in this study would be valid indicators of HPHRM and OCB, and that the unit level statistics reported would be reasonably accurate.

Summary

This chapter introduced the study of HPHRM practices and their effect on VTO and performance in the FFF industry. It considered the mediating effect of OCB on the aforementioned relationships. The purpose of the study was presented, along with the research questions addressed, and the advancement of knowledge and practical applications also were addressed.

In Chapter II, the researcher will address the existing theories concerning HPHRM, OCB, SOCB, turnover, and the FFF industry to develop the associated research questions.

Chapter II

Review of the Literature

Background of Franchising

The sample for this study is hourly fast food franchise employees. Thus, an understanding of the franchising industry and specifically the fast food segment of that industry will offer the context to better understand the nature of the study and its implications.

Franchising, from the French for *free*, is defined as “a method of doing business where a franchiser licenses trademarks and methods of doing business to a franchisee in exchange for a recurring royalty fee” (“Franchising,” 2007, para. 1). Along with the recurring royalty fee, franchisors typically charge an upfront franchise fee. Judd and Justis (2007) define franchising as

a business opportunity by which the owner (producer or distributor) of a service or trademarked product grants exclusive rights to an individual for the local distribution and/or sale of the service or product, and in return receives payment or royalty and conformity to quality standards. (p. 3)

There are three constants that have driven franchising in general: the desire to expand, the lack of human and capital resources, and the need to overcome distance (Williams, 2007).

Today, there are considered to be three basic types of franchising: trade name, product distribution, and pure franchising (Scarborough, 2011). Trade name franchising is a system of franchising in which a franchisee purchases the right to use the franchisor’s name without distributing particular products under the franchisor’s name. Product distribution franchising involves licensing the rights to sell products under the

franchisor's brand name and trademark through a selective, limited distribution network. Business format, also known as pure franchising, involves a system in which a franchisor sells a complete business format and system (Scarborough, 2011). This research studied the business format, or pure franchising, segment of the franchise market.

Although its roots date to medieval times with the expansion of the church, including an early method of centralized control, the large scale success of business format franchising, or simply *franchising* as it is known today, began in the 1850s with McCormick Harvesting Machine Company in the commercial sector followed by Singer Sewing Machine Company shortly thereafter (Judd & Justis, 2007). Food service was ripe for franchising, and in 1916 Walter Anderson built the first White Castle in Wichita, Kansas, introducing the limited menu, high volume, low cost, high speed hamburger restaurant that did not include table service. Partnering with Billy Ingram in 1921, they formed the first hamburger chain. Featuring a grill and a fryer open to customers' viewing, the restaurants were designed to build confidence in the notion that low cost could coincide with high product quality (Lee, 1987).

Fast food franchising. Fast food franchising entered the economic scene after World War II, with booming consumer demand and the solidification of federally protected trademarks and service marks by way of the Landham Act of 1946. As the industry has evolved, fast food companies have strived to compete on a number of different fronts. In operations, economies of scale have become a driving force (Hiemstra, 2000) with management attempting to minimize costs while maintaining quality. The two major costs in the industry are recognized to be food and labor (Leinder, 1993). Since purchasing costs for food are relatively out of the control of unit

management, labor, which can be closely controlled, has been a key focus in managing costs at the unit level.

Emphasizing the importance of finding ways to reduce voluntary turnover (VTO) in the industry, fast food trends have demonstrated continued growth, both in concepts and menu choices, now comprising over 50% of restaurant industry sales with projected growth of 2.5% for 2017 and over 2.7 million employees (Sena, 2017). Consistency, affordability, speed, and positive customer experience continue to be the key considerations of the industry (Sena, 2017), but labor continues to be the most important factor for success in the industry (Sullivan, 2017).

Human resource management in fast food. Since product offerings in fast food establishments are limited in fast food operations, Taylorist management principles (Taylor Society, 1929) have been applied to the production and distribution of food, attempting to find the most efficient methods for labor to perform their duties. Jobs are reduced to simplified routines in attempts to standardize operations, in some cases going as far as deskilling chefs to fit in (Robinson & Barron, 2007). Because of the high turnover created by this management style, Woods (1989) termed the strategy as being one of “burn ‘em and turn ‘em” (p. 95).

Despite the benefits of experience and responsibility offered to a number of employees who enter the workforce in fast food, this approach to managing labor has generated a backlash of negative publicity, going as far as labeling employment opportunities in fast food as McJobs. Specifically, McJobs are defined as “low-paying jobs that require little skill and provide little opportunity for advancement” (“McJob,” 2017) and are thought to be associated with low levels of trust and cost cutting.

Looking at the negative connotations associated with employment in the fast food franchise (FFF) industry, Bacon and Blyton (2000), argue that organizations make strategic human resource choices, adopting low-trust, cost cutting “low road” approaches or higher-trust, productivity enhancing “high road” approaches. Following Bacon and Blyton’s differentiation with regard to low- versus high-level trust styles of human resource employment, the study of trust and its relationship to organizational commitment and turnover in franchise-based organizations has been examined (Mishra & Mishra, 2005). Mishra and Mishra’s (2005) findings demonstrate that

the degree to which employees trust management and have a sense of empowerment each has a distinct negative effective on the likelihood of their voluntary turnover even after controlling for their levels of organizational commitment, perceived opportunities for promotion, and perceived justice. (p. 21)

In some more tangible perspectives, Dermody and Holloway (1998) and Price (2001) found that inadequate compensation and recognition were the primary reasons for turnover. This positive relationship between pay and turnover was later confirmed by Peterson and Luthans (2006) in their study on the impact of financial and nonfinancial incentives in the FFF industry. Nonetheless, Allan et al. (2005) studied the employment experiences of 256 university students in Australia who were currently or previously employed in the FFF industry. They found that despite the negative experiences with the work organization and industrial relations aspects of fast food, the HRM and social relations of fast foods jobs provided a significant level of satisfaction, from training opportunities to working with other employees, although the topic of turnover was not addressed.

As a result of these and other HRM practices in the FFF industry, voluntary employee turnover has plagued operators. As mentioned earlier, Sullivan (2015) notes total turnover averages 110% and up annually, while Ghiselli et al. (2001) note averages as high as 150-200% annually. It remains as one of the biggest problems in managing a franchise unit today (Sullivan, 2017). Finding qualified and motivated candidates has been recognized as one of the most difficult parts of a fast food manager's job, especially when considering the nature of the work, the industry wage levels, and the less than attractive hours (Ghiselli et al., 2001). Thus, considering the inherent costs associated with employee turnover and the difficulty in finding good candidates, it appears that fast-food organizations need to rethink and reformulate human resource strategies in order to maximize retention.

The topic of employee turnover in the FFF industry has been studied from a number of perspectives, yet the viewpoint of the behavioral sciences only recently has been added to the mix. There have been limited applications with regard to the concept of organizational citizenship behavior (OCB). The purpose of this study is thus to investigate the effect OCB has on the relationship of HPHRM practices and VTO and performance in fast food operations.

High-Performance Human Resource Management (HPHRM) Practices

In efforts to create sustainable competitive advantages by enhancing firms' resources (Barney, 1991), organizations have turned to the human resource management (HRM) function as a means of improving organizational performance in both short and long-term scenarios (Bowen & Ostroff, 2004; Huselid et al., 1995; Huselid, Jackson, & Randal, 1997; Sun et al., 2007). In studying the relationship between HRM and

organizational performance, the phrase high-performance human resource management practices came into being and has been a significant area for research in the HRM field since (Appelbaum, Bailey, Berg, & Kalleberg, 2000; Evans & Davis, 2005; Hughes & Rog, 2008; Muse & Stamper, 2007; Peterson & Luthans, 2006; Sun et al., 2007).

Research in HPHRM was initially focused on and continues to be prevalent in the manufacturing sector (Bowen, Siehl, & Schneider, 1989), but has it expanded to the service sector due to the increased proportion of service-related industries in both developing and mature economies around the world?

Although there is no consensus in research regarding the exact components of HPHRM or the measurement of them (Delaney & Huselid, 1996; Sun et al., 2007), Appelbaum et al. (2000) defined HPHRM as “coherent practices that enhance the skills of the workforce, participation in decision-making, and motivation to put forth discretionary effort” (p. 765). Taking a relational perspective in defining HPHRM, Sun et al. (2007) consider HPHRM as “an organization’s strategy for managing the relationship” (p. 559) with a long-term outlook that creates a sense of obligation that leads to discretionary behaviors or contributions of benefit to the team and organization.

According to Bamberger and Meshoulam (2000), “strategic human resource management can take either a resource-based or control-based approach regarding the measurement of HPHRM, but since neither is all-inclusive and they tend to co-vary, they should be combined” (p. 67). This combination can be divided into three main subsystems: people flow, appraisal and rewards, and employment relations. Sun et al. (2007) compiled these subsystems as shown in Table 1:

Table 1

Configuration of High-Performance Human Resource Management (HPHRM) Practices

Dimension		
HR subsystem	Resource and control-based HR practices	Sample HR practices
People flow	Staffing	Selective staffing
	Training	More extensive, general skills training
	Mobility	Broad career paths, promotion from within
	Job security	Guarantee of job security
Appraisal and rewards	Appraisal	Long-term, results-oriented appraisal
	Rewards	Extensive, open-ended rewards
Employment relation	Job design	Broad job descriptions, flexible job assignments
	Participation	Encouragement of participation

Note. Adapted from *Human Resource Strategy* (p. 67), by P. Bamberger and I. Meshoulam, 2000, Newbury Park, CA: Sage.

Research showing the relationship between HPHRM and performance has included a focus on individual factors, such as emotional regulation (Chi, Grandey, Diamond, & Krimmel, 2011), internal structure (Evans & Davis, 2005), perceived organizational support (Muse & Stamper, 2007), financial incentives (Peterson & Luthans, 2006), and recruitment and retention strategies (Sullivan, 2011). On a larger scale, Leana and Van Buren (1999) note that employment practices similar to HPHRMs have been observed to promote high-quality exchange relationships, leading to the assumption of an agent-based perspective for employees, as noted in Blau's (1964) social

exchange theory. HPHRM also has been found to have a correlation with improved individual performance (Aryee, Walumbwa, Seidu, & Otaye, 2016) as well as organizational performance (Shin & Konrad, 2017). This relational perspective on the employment relationship in the FFF industry implies a long-term approach of HPHRM, a basis for this study.

Paré and Tremblay (2007) found a positive relationship between high-involvement HRM practices and turnover intentions, mediated by OCB. Using a relational approach to HRM, Sun et al. (2007) researched the relationship between HPHRM and organizational performance in the Chinese hotel industry using service-oriented OCB as a mediating factor. Their study forms the basis for this research, applying it in a different industry and considering different moderating variables.

In summary, despite the lack of a single, unifying definition of HPHRM, there are a number of common themes across the body of literature in this area. First, HPHRM is a discretionary HRM strategy in that it promotes organizational performance by recognizing, developing, and utilizing the time and talents of its members. Second, although there are a number of practices noted in HPHRM literature (Bamberger & Meshoulam, 2000; Delery & Doty, 1996; Leana & Van Buren, 1999; Sun et al., 2007), it is the combination of these practices that collectively and cooperatively affect performance (Ployhart, Van Iddekinge, & MacKenzie, 2011). Third, a theme of developing a long-term employee relationship is a key component of HPHRM, one which creates shared goals and intentions (Bamberger & Meshoulam, 2000; Huselid et al., 1995; Sun et al., 2007). Lastly, the effects of HPHRM create shared perception and a sense of obligation on the part of employees such that discretionary behaviors are taken

for the benefit of the team and organization (Muse & Stamper, 2007; Stephens, 2013; Sun et al., 2007; Woon, Tan, & Nazardin, 2017). Thus, it is these major themes that guide the HPHRM construct in this research.

Relational Perspective in Human Resource Management

Sun et al. (2007) consider “high performance human resource management as an organization’s strategy for managing the employment relationship” (p. 559). This viewpoint dates to the inception of the human relations movement (Mayo, 1930), with subsequent relational models in HRM championing a view of the employer-employee relationship based on reciprocity and consideration, which in turn creates a long-term approach different to what is considered to be the traditional Taylorist perspective of scientific management (The Taylor Society, 1929) found in FFF. Noting care as a core foundation of relational theory, Kawamura and Eisler (2013) posit that this perspective can be built into organizational strategy, offering trainable managerial practices that maximize human potential. Kennedy, Carroll, and Francoeur (2013) note this perspective is more of a mindset as opposed to a skill, emphasizing its consistent application as a key to effective leadership. In a similar train of thought, Gardner, Gino, and Staats (2012) found that relational resources could integrate members’ personal resources into higher performance of a team.

Frenkel, Sanders, and Bednall (2013) looked at employees’ perspectives on relations, finding that positive perceptions on their relations with management increased job satisfaction and reduced intention to quit. This positive perspective is an organizational-level variable (Koys, 2001) that can lead to a feeling of reciprocity, thus creating a sense of obligation from the employee reflected in discretionary behaviors that

might go beyond a formal job description: a basis for OCB, and in the case of FFF, SOCB (Sun et al., 2007). This relational perspective also can be considered an important factor in developing OCB (Becton, Carr, Mossholder, & Walker, 2017).

Organizational Citizenship Behavior (OCB)

Attempting to support the notion that worker satisfaction affected productivity, despite a lack of empirical validation, Dennis Organ (Organ et al., 2006) conceptualized the construct of OCB in 1977 in an effort to explain “some of the subtle forms of worker contribution that are not reflected in individual measures of output” (p. 15). Building on Barnard’s (1968) *willingness to cooperate*; Roethlisberger and Dickinson’s (1939) differentiation between formal and informal organizations, including the sentiments that create the underlying dimensions of attitudes, values, and feelings that shape the informal organization; and Katz and Kahn’s (1966, 1978) distinction between dependable role performance and *innovative and spontaneous behaviors*, Organ (1988) defined and further explained OCB as

individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. (as cited in Podsakoff, MacKenzie, Paine, & Bachrach, 2000, p. 4)

Organ (1988), in an effort to overcome objections to the definition, including the prospect of improving rewards and advancement from prolonged OCBs, later refined it to include “a class of discretionary behaviors that contribute to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91).

Almost 30 types of OCB have been identified, with Podsakoff et al. (2000) describing them and then reducing that number to seven common dimensions by recognizing the conceptual overlap between OCB constructs. These seven dimensions are included in Table 2.

Table 2

Configuration of Organizational Citizenship Behaviors

Dimension	Related dimensions	Sample behavior
Helping behavior (MacKenzie, Podsakoff, & Ahearne, 1998) ^a	Altruism Peacemaking Cheerleading Courtesy	Voluntarily helping other with, or preventing work-related problems (Organ, 1988)
Sportsmanship		Willingness to tolerate the inevitable imposition of work without complaining (Organ, 1990) Maintain positive attitudes Willing to sacrifice personal interest for good of group Do not take rejection of ideas personally
Organizational loyalty	Endorsing (Borman & Motowildo, 1993) Promoting Defending	Promoting the organization to outsiders Remaining committed under adverse conditions Defending the organization against external threats
Organizational compliance (Podsakoff et al., 2000)		Internalization and acceptance of an organization's rules, regulations, and procedures without direct observation Results in strict compliance even when others do not
Individual initiative	Conscientiousness (Organ, 1988)	Voluntarily going beyond minimally required or generally expected standards of performance Voluntary acts of creativity and innovation Volunteering for additional responsibilities and encouraging others to do the same Going "above and beyond the call of duty"
Civic virtue		Macro-level interest in and commitment to the organization as a whole Willingness to participate in governance, political processes, attend meetings Individual's recognition of being part of a larger whole
Self-development (Podsakoff et al., 2000)		Voluntarily enhancing personal knowledge and skills, which can benefit the organization Continued education, training, and personal networking to enhance organization's effectiveness

^aConfirmed all related dimensions of helping behavior load on a single factor.

Antecedents of OCB

According to Podsakoff et al.'s (2000) critical review of OCBs, empirical research on the antecedents of OCB has focused on four major categories, including individual (or employee) characteristics, task characteristics, organizational characteristics, and leadership behaviors.

Early studies of individual characteristics as antecedents of OCB (Bateman & Organ, 1983) focused on a general affective morale factor and additional dispositional factors. Organ and Ryan's (1995) meta-analysis posits morale to be determined by the underlying variables of employee satisfaction, organizational commitment, perceptions of fairness, and perceptions of leader supportiveness, all demonstrating significant relationships with OCB ranging from .23 to .31. Dispositional variables such as conscientiousness, agreeableness, and positive affectivity demonstrated strong effects on OCB, but Podsakoff et al. (2000) later found that common method variance reduced these relationships to an insignificant level. Podsakoff et al. (2000) also found that role perceptions have a significant relationship with OCB dimensions, although not substantial, as do indifference to rewards, but they also found that demographic variables, in general, have not been related to OCBs.

Task characteristics, as antecedents of OCB, according to Podsakoff et al. (2000), all have consistent relationships with OCBs. Specifically, task feedback and intrinsically satisfying tasks were positively and significantly related to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, while task routinization was negatively related to OCBs. Although not currently emphasized at the time, future research in task characteristics was deemed to be warranted (Morrison, 1996).

Organizational characteristics as antecedents of OCB, according to Podsakoff et al. (2000), demonstrated mixed results with regard to the relationships. Specifically, group cohesiveness demonstrated a significant positive relationship with altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, while organizational support had a significant relationship to altruism. However, organizational formalization, organizational inflexibility, advisory/staff support, and spatial distance did not show a consistent relationship to OCBs. As mentioned earlier in this study, overcoming the inherent formalization and rigid operating systems has been and will continue to be a challenge in the FFF industry, and HPHRM offers a potential offset to their negative effects, especially those of increased VTO and decreased unit performance.

According to Podsakoff et al. (2000), leadership demonstrated a strong antecedent relationship with OCBs. Specifically, transformational, transactional, path-goal, leader-member-exchange, and supportive leadership behaviors all were reported to have significant and positive relationships with different kinds of OCB dimensions. Paré and Tremblay (2007) observed that high-involvement human resources practices, partially mediated by citizenship behaviors, were negatively related to turnover intentions. Kacmar, Bachrach, Harris, and Zivnuska, (2011) found that ethical leadership fosters OCBs, further emphasizing the importance of leadership in creating OCBs, as did Shin, Kim, Choi, Kim, and Oh (2017) with regard to leader-follower fit.

Service-Oriented Organizational Citizenship Behaviors (SOCB)

As the service sectors of the domestic and global economies have grown in size and importance, the importance of OCBs in those realms has been recognized. Borman and Motowildo (1993) acknowledge that different types of OCBs “are probably more

appropriate for certain types of organizations than others. Service companies have special requirements on dimensions related to dealing with customers and representing the organization to others” (p. 90). Emphasizing the importance of this, Chan, Gong, Zhang, and Zhou (2017) note that exceptional SOCBs can create OCB behaviors in customers. The term service-oriented OCB (SOCB) was later established by Bettencourt and Brown (1997) to describe “discretionary behaviors of contact employees in servicing customers that extend beyond formal role requirements” (p. 41). Bettencourt et al. (2001) later developed a typology of SOCB that included three elements similar to the dimensions of general OCB theory: loyalty SOCB, participation SOCB, and service delivery SOCB.

Loyalty SOCB is an extension of the Podsakoff et al. (2000) organizational loyalty dimension. This type of SOCB is exhibited by service providers acting as advocates for the organization, from developing customer relationships to promoting the organization’s objectives and image, whether in favorable or adverse conditions.

Participation SOCB combines the Podsakoff et al. (2000) dimensions of individual initiative and self-development in that it represents a voluntary effort aimed at improving service delivery, especially customer contact, from an individual level to coworkers and ultimately to the organization as a whole. While leadership does influence employee participation (Cha & Borchgrevink, 2017), individual participation SOCB can be enhanced by continued education, training, and personal networking.

Service delivery SOCB extends the Podsakoff et al. (2000) dimension of individual initiative, with customer contact employees acting in a conscientious manner to enhance customers’ experience with the organization. This enhanced experience resulting from service delivery SOCB can lead to customer participation in the service

delivery, where the customer can become part of the process by providing information and possibly even some labor in the process.

Sun et al. (2007), observing that the nature of services is intangible, with customer perceptions subject to indirect and sometimes irrelevant cues when assessing the service experience, note SOCB's potential to enhance the customer's overall perception of the experience. The fact that production and consumption of service occurs simultaneously also emphasizes the importance of SOCBs, as Bowen and Waldman (1999) aptly note that "the customer experience is as important as, if not more important than, the consumer good" (p. 164) being delivered. Performance in a service setting can thus be defined as a function of the customer experience (Chan et al., 2017), so it is important to understand how OCBs and SOCBs can be promoted in order to create the best customer experience possible.

Development of Hypotheses

HPHRM practices and unit-level VTO and performance. The topic of HPHRM and its effect on employee turnover has been studied for many years, and it continues to be a relevant area of research based on the effect that turnover has on the short- and long-term performance of businesses (Delery & Roumpi, 2017; La Lopa, Kavanaugh, & Ghiselli, 2000). Regarding turnover, it has been recognized that certain levels can be considered to have a positive effect on performance (Falconi, 1996; Glebbeek & Bax, 2004; Holtom & Burch, 2016; Hom, Mitchell, Lee, & Griffeth, 2012) in order to cleanse the workforce of poor performers as well as to add fresh people and ideas. To better examine turnover, however, there needs to be a distinction between voluntary and involuntary turnover (Shaw et al., 1998). Involuntary turnover, or

discharge, can be considered an employer's decision to terminate the work relationship, typically a situation where the employee is not performing to organizational standards. This type of turnover can have a positive effect for the organization, ridding itself of poor performers and opening the positions for personnel who can execute the job requirements at a higher level.

VTO, conversely, reflects an employee's choice to put an end to a work relationship (Shaw et al., 1998). The negative consequences of VTO lie in the loss of employees who are performing at acceptable levels; those an organization would otherwise wish to retain (Becton et al., 2017; Nica, 2016). Iverson and Deery (1997) found a culture of turnover to be prevalent in the hospitality industry, making the job of retaining valued employees even more difficult. The FFF industry is no exception, with an estimated \$3.4 billion annual cost for hiring and training (Berta, 2011), now in the range of \$6 billion (Nation's Restaurant News, 2017).

Research on reducing VTO has included the individual employee's perspective, including motivational studies (Ukandu & Ukpere, 2011), attitude preferences (Fields & Nkomo, 1991), demographics (Feldman, 1990), and the relationship between pay and VTO (Makarius, Stevens, & Tenhiälä, 2017; Shaw et al., 1998). Accepting individual traits, personal situations, and intentions as part of VTO that cannot be controlled, the question then becomes how FFFs can address and reduce this portion of employee turnover at an organizational level.

Research on the HRM function as a whole, and not just VTO, has become widespread, recognizing human resource's role in creating a sustainable and inimitable resource (Barney, 1991; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006) that

can have a significant impact on both operational and organizational productivity, and ultimately, performance (Becton et al., 2017; Griffeth, Hom, & Gaertner; 2000; Huselid et al., 1995; Huselid et al., 1997; Iverson & Deery, 1997; Sun et al., 2007). The HRM function has thus taken a more strategic role (Bobera & Bjekic, 2016; Huselid et al., 1997), evolving, in a number of industries, into that of HPHRM (Appelbaum et al., 2000; Stephens, 2013; Sun et al., 2007). Following the literature of HPHRM, especially that of Sun et al. (2007) in the hotel industry and Kacmar et al. (2006) in the FFF industry, the potential of HPHRM to reduce VTO and improve unit-level productivity in the FFF industry is hypothesized as follows:

- H1a: High-performance human resource management practices are negatively related to unit-level voluntary turnover in fast food franchising.
- H1b: High-performance human resource management practices are positively related to unit-level productivity in fast food franchising.

The relationship between HPHRM and SOCB. From the definition of OCB, its seven dimensions (see Table 2), and their antecedents (Podsakoff et al., 2000) to SOCB and its three dimensions (Bettencourt et al., 2001), it becomes evident that service-based organizations such as those in the FFF industry need to create an environment that encourages behaviors that promote positive customer experiences, even when it may require going beyond formal job requirements. Morrison (1996) notes that the means by which organizations manage their human resources can set the tone and conditions of the employee-employer relationship. HPHRM practices have been seen to reinforce and promote SOCBs, and, in turn, customer-oriented service behaviors in the hotel industry in China (Sun et al., 2007). Chen et al. (1998) promote that perspective as well, noting that

HPHRM leads to higher levels of OCBs, as reflected in employees' true willingness to be involved with the organization and its goals in the manufacturing sector in China.

Presuming this relationship reflects human nature and thus crosses cultural boundaries, it is hypothesized that HPHRM will lead to SOCBs in the FFF in the United States as follows:

H2: High-performance human resource management practices are positively related to unit-level service-oriented OCB in fast food franchising.

The mediating influence of SOCB on the HPHRM-VTO relationship. Chen et al.'s (1998) research on the effect of OCB on turnover provides an exceptional framework for the topic, offering the hypothesis that low levels of supervisor-rated OCB have predictive value with regard to subordinate turnover intention and thus VTO. Chen et al. note that turnover intention has been studied by numerous researchers, citing Carsten and Spector's (1987) assertion that turnover intention has "a significant and positive relationship with turnover, the average coefficient being +.38" (p. 927).

Griffeth et al.'s (2000) meta-analysis on the antecedents of employee turnover found that several HPHRM dimensions (Bamberger & Meshoulam, 2000) have a negative relationship with turnover, including training and distributive justice. The negative relationship between role clarity to turnover, the largest of any of the factors studied, suggests that the HPHRM dimensions of job design and training, as well as appraisal and reward systems, also serve to reduce stress and, in turn, employee turnover (see Table 1).

Guthrie (2001) noted that high-involvement work practices, commonly considered as HPHRMs (Bamberger & Meshoulam, 2000), are positively related to

employee retention and firm productivity. Koys (2001) complemented these findings, noting that human resource outcomes influence business outcomes, as opposed to business outcomes influencing human resource outcomes. In summary of this line of research, Huselid et al. (1995) noted, and later it was confirmed by Nica (2016), that “these practices have an economically and statistically significant impact on both intermediate employee outcomes (turnover and productivity) and short- and long-term measures of corporate financial performance” (p. 635). Becker, Huselid, and Ulrich (2001) also found that the negative relationship between HPHRM and turnover lead to improved market value, while Becton et al. (2017) found that OCB exhibited a negative linear relationship with turnover.

Early research of Arthur (1994) and Huselid et al. (1995) demonstrated that HPHRM practices such as commitment-based human resource systems (also in Siebert & Zubanov, 2009), employee involvement and training, and incentive-based compensation and performance management systems lead to reduced turnover as well as improved performance through increased productivity. Tsui, Pearce, Porter, and Tripoli (1997) and later Raineri (2016) found that the investment in employees produces higher levels of affective commitment, the tendency of a worker to stay with a company that is based on an emotional attachment, and OCB. This affective commitment reinforces the interdependency, shared goals, and vision that form the foundation for the relational approach to HRM: a view of the employer-employee relationship based on reciprocity and consideration, which in turn creates a long-term approach to the employment relationship. This long-term, relational approach forms a basis for the research of Sun et al. (2007) on SOCB, with the authors proposing that “because high performance human

resource practices suggest a long-term employment relationship, employees in organizations with such practices are more likely to be cooperative and assist others, or in other words, engage in service-oriented OCB” (p. 562). The resulting bonds between employees who experience SOCB can be assumed to create positive feelings, fulfil relational needs, and, in turn, raise a cost for leaving, thus reducing the potential for turnover. Besides Sun et al. (2007), this mediating effect of SOCB on the relationship of HPHRM and turnover was also empirically studied by Paré and Tremblay (2007), finding the similar result of reduced turnover. This study hypothesized that there are similar results in the FFF in the United States:

H3: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level voluntary turnover in fast food franchising.

The mediating influence of service-oriented OCB on the HPHRM practices-productivity relationship. The human relations school of managerial thought (Roethlisberger & Dickinson, 2003) first posited the idea that performance will improve as the employment relationship improves. Social exchange theory (Blau, 1964) reinforces the idea that work-based relationships can have significant effects on performance. Continued research demonstrating the benefits of positive organization-employee relationships has solidified the concept, leading to the relational perspective used in this study.

Podsakoff and MacKenzie (1994) noted a positive effect of HRM on unit performance, and Podsakoff, Ahearne, and MacKenzie (1997) and later Raineri (2016) also found a positive relationship between HRM and the quantity and quality of

production, consistent across accounting and market measures of performance. Walz and Niehoff (1996) furthered this area of research using alternative measures of performance, observing a positive relationship between HRM and operating efficiency, quality of performance, and revenue to fulltime equivalents. Schneider, Ehrhart, Mayer, Saltz, and Niles-Jolly (2005) used the performance metric of customer satisfaction to study the HRM-performance relationship, finding similar results.

In efforts to summarize the research on the relationship between HRM and performance, Peterson and Luthans (2006) conducted a meta-analysis on the impact of financial and nonfinancial incentives, a function of HRM, on business-unit outcomes (profit, customer service, turnover) over time, finding significant impact from both incentive types on gross profitability, drive-through times, and total employee turnover. Specifically, the relationship between financial incentives and performance were well documented (Stajkovic & Luthans, 2003), but the relationship between nonfinancial incentives such as social recognition and performance feedback (more of the relational perspective included in HPHRM) was also established, later to be supported in additional research (Hewett & Conway, 2016; Singh et al., 2017).

As the concept of HPHRM developed, the relationship between HRM and performance was expanded to include more of a relational perspective between associates and their employers. Prior research that included dimensions of HPHRM included Arthur (1994), who noted that HRM systems that are commitment-based show lower turnover, and, in turn, higher performance. Delaney and Huselid (1996) found a positive association between HPHRM practices such as training and staffing selectivity with perceptual firm performance measures. Huselid et al. (1995) found a positive association

between use of high-involvement work practices and employee retention and firm productivity. Guthrie (2001) found similar results, despite different samples and cultures. Delery and Doty (1996) found that strategic HRM, similar to HPHRM, explained significant levels of variation in financial performance, later supported by other sources (Becton et al., 2017; Holtom & Burch, 2016; Makarius et al., 2017).

As research on the relationship between HPHRM and performance has developed, OCB and SOCB have added behavioral perspectives to the mix, noting that a number of HPHRM dimensions are conducive to citizenship behaviors. The previously described relational approach to employment, which promotes mutuality of interest, interdependency, and reciprocity, is embedded in this trend of including citizenship behaviors in the research mix. For instance, Karambayya (1990) and later Carpini, Parker, and Griffin (2017) found that employees in high-performing work units exhibited more citizenship behaviors than employees in low-performing units. Walz and Niehoff (1996) concluded that OCB and SOCB behaviors were found to enhance effectiveness of limited-menu restaurants as measured by customer satisfaction, efficiency in achieving goals, and financial performance. More specifically, Organ et al. (2006) found that OCBs are related to organizational effectiveness, explaining 19% of the variance in performance quantity, 18% of the variance in performance quality, 25% of the variance in financial efficiency indicators, and about 38% of the variance in customer service indicators.

Bowen and Ostroff (2004) added another variable in the HPHRM-performance research: that of the *strength* of the HRM system. Strength in an HRM system creates an organizational culture in which members of the group share a common interpretation of what behaviors are expected and rewarded. This helps to explain how individual

employee attributes accumulate to influence organizational effectiveness. Mediated by organizational culture, assuming OCB is prevalent along with other HPHRM dimensions, HRM strength was found to have a positive relationship with performance. Thus, it appears that if an HRM system creates common expectations and shared goals, it creates a strong situation—including HPHRMs.

Ployhart et al. (2011) and later Aryee et al. (2016) posited that HPHRMs in service contexts create interconnectedness in human capital resources, which can in turn promote SOCBs. Ployhart et al. concluded that “changes in generic human capital (personality and cognitive ability) lead to changes in unit-specific capital (advanced training and experience), which in turn lead to changes in unit service performance behavior and effectiveness” (p. 353). Sun et al. (2007) utilized the construct of tacit knowledge and the sharing of it to make their point that SOCBs enhance performance. These perspectives imply that the relational approach inherent in HPHRM, which promotes mutuality of interest, interdependency, and reciprocity, leads to OCB and SOCB, which, in the case of the HPHRM-performance relationship, becomes a mediating variable. This study hypothesized that there are similar effects in the FFF industry:

- H4: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level productivity in fast food franchising.

Summary

In this chapter, a backdrop of the FFF industry was established in order to conduct research in the United States with regard to the relationships between HPHRM and the unit-level performance measures of VTO and productivity, as mediated by SOCB and

moderated by age, gender, and prior experience. Literature was reviewed to develop the respective research questions of the study as follows as well as the model (see Figure 1).

- Are HPHRM practices related to lower levels of VTO and higher productivity in FFF?
- Are HPHRM practices related to service-oriented OCB (SOCB)?
- Does SOCB mediate the relationship between HPHRM and VTO?
- Does SOCB mediate the relationship between HPHRM and productivity?

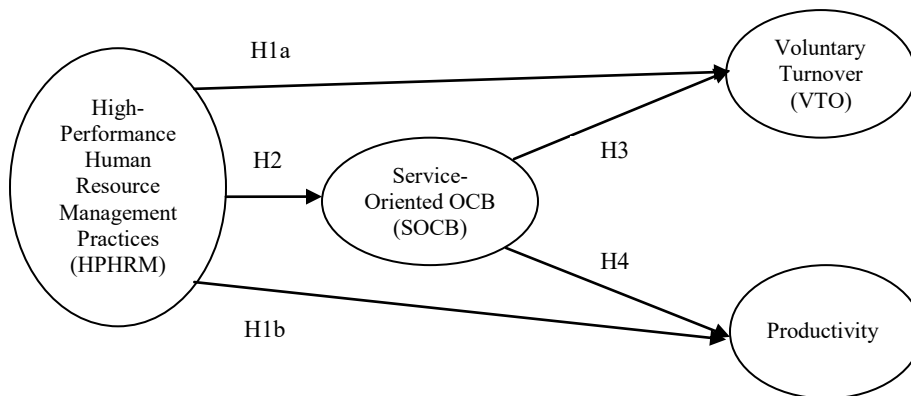


Figure 1. HPHRM effect on VTO and productivity as mediated by SOCB.

Chapter III

Methodology

Introduction

In Chapter I, the purpose of this study along with the model to be implemented and the research questions were discussed and explained. In Chapter II, a review of the relevant literature was conducted, and the various theories and concepts relating to high-performance human resource management (HPRM) practices, organizational citizenship behavior (OCB), service-oriented organizational citizenship behavior (SOCB), voluntary turnover (VTO), and performance were described. The literature review resulted in a framework depicting the proposed relationship between HPRM and VTO and performance as mediated by SOCB. This chapter describes the relationship model as presented in Chapter II, the data used to analyze this model, and the methods employed to conduct the analysis of the relevant data.

The Population and Sample

The sample for this study were the domestic operating units of two nationally-franchised sub sandwich chains that have been in business for over two decades with hundreds of stores in over half of the states in the United States and in Puerto Rico. Based on its limited menu offerings, quick product delivery, and limited table service (common components of a fast food operation), as well as their proven record of operating success as previously noted, this sample can be considered a good example of an FFF. Specifically, 276 responses were received, representing 36.6% of the population; however, 164 of the responses were eliminated due to incomplete answers, a majority resulting from failure to disclose financial information (revenues). The resulting sample

of 112 units represents 14.8% of the population. Within the population, the average age was 23.6 years, the gender ratio was 54% male to 46% female, and the marital status ratio was 83% single/divorced to 16% married. Race for the population was 61% Caucasian, 21% African American, and 14% Hispanic; and the education level for the population was 78% high school and 22% college/university.

Operating units of the data sources employed a general manager (GM), shift managers, and 8 to 15 hourly employees depending on the volume of business that the store generates. Data regarding VTO and unit-level productivity as well as SOCB assessments were obtained from GMs since they were the best source for the data (reporting it to franchisor management) and assessments (they know all of the employees, from hiring to evaluations to termination).

Survey Methodology and Procedures

This research used primary research, specifically surveys. It has been noted that in studies that analyze individuals, surveys represent one of the best methods for collecting data on a population too large for the researcher to observe directly. Babbie (2010) suggests that a carefully designed questionnaire solicits data in the same form from all respondents, making surveys a useful tool for obtaining data for analysis and interpretation. Another benefit of the survey as a research instrument is that an anonymous, confidential, self-administered survey provides a greater chance of obtaining honest responses to questions regarding sensitive or controversial matters (Stanton, 1998).

Prior to dissemination, all survey instruments were reviewed and approved by the Nova Southeastern University Internal Review Board (IRB). In the IRB application, the

source for gathering the data was the Qualtrics online survey system, but a hardcopy system was included in the IRB application as a backup in case the management of the corporate level data source might prefer to utilize that medium (although that was not the case). Prior to completing surveys, participants received a notice of informed consent, expressing an understanding that participation was voluntary and that all information collected was secure and confidential. Contact information for the researcher and IRB were provided. Subsequent to acknowledging voluntary consent, GMs completed the online questionnaire that included (a) store-specific questions, (b) opinions on their FFF HRM practices, and (c) and observed employee behaviors.

Dissemination of the survey was managed by the researcher with the support of the committee methodologist. Collection of the data was administered by the researcher through electronic medium under the supervision of the committee methodologist, with hardcopy available through Nova Southeastern University as a backup (which was not required). Once collected, data was stored in safe confines where confidentiality and quality were maintained.

Survey Instruments and Measures

The survey instruments forming the relationship model in this research were as follows:

HPHRM practices. The HPHRM instrument used in this study was developed by Huselid, Jackson, and Schuler (1997) to evaluate the impact of HRM effectiveness on corporate financial performance. Assuming a resource-based view (Barney, 1991) in which human capital could be leveraged to create a competitive advantage, Huselid et al. (1997) hypothesized and confirmed that HRM effectiveness was positively associated

with firm performance. The survey instrument included 41 items that assessed human resource capabilities and effectiveness across a wide range of industries, including manufacturing. A principal components factor analysis indicated four constructs: professional HRM capabilities, strategic HRM effectiveness, technical HRM effectiveness, and business-related capabilities.

To further validate the applicability of the instrument for the FFF industry, the 29-question survey used by Huselid et al. (1997) was reviewed by a multi-level panel of FFF and food service industry experts. The panel included both senior FFF management and unit-level management in order to achieve a perspective that incorporated all levels of the organization. Senior management respondents included past or present CEOs of FFF organizations who had managed or overseen HRM. Unit-level management respondents included individuals who had managed fast food and other restaurants on a day-to-day basis. All panelists reviewed each question in the Huselid et al. (1997) survey, opining whether they would include the question in a survey about HPHRM practices. Based on the exploratory nature of this process, survey questions that received a .40 support (the minimum level for exploratory research) from the panel were retained, with a confirmatory factor analysis conducted on the results. When administered in this research, as noted in Appendix A, the 29 remaining survey questions from the Huselid et al. (1997) survey were adapted to a 7-point Likert scale in order to allow greater variation in the responses than the 5-point scale previously used. Respondent choices ranged from 1 (*highly dissatisfied*) to 7 (*highly satisfied*).

Of the 29 remaining questions used in the Huselid et al. (1997) study, the professional HRM capabilities dimension included 11 questions describing “expertise

and skill relevant to performing excellently within a traditional HRM functional department” (p. 175), demonstrating a Cronbach’s alpha of .85. Following that dimension, the dimension of strategic HRM effectiveness included eight questions, describing perceptions of “how well the HRM function developed its employees to meet its business needs, including facilitating teamwork, communications, and involvement, enhancing quality, and developing talent to serve the business in the future” (Huselid et al., 1997, p. 175). This measure demonstrated a Cronbach’s alpha of .75.

Eight questions were grouped under the dimension of technical human resource effectiveness, which described “how well the HRM function performed activities traditionally associated with personnel management, including recruitment, selection, training, performance appraisal, and compensation administration” (Huselid et al., 1997, p. 175). This measure, as noted in Appendix A, demonstrated a Cronbach’s alpha of .66.

Finally, the dimension of business-related abilities, describing “the amount of business experience HRM staff members have had outside the functional specialty” (Huselid et al., 1997, p. 176), contained two questions, demonstrating a Cronbach’s alpha of .61.

Service-oriented OCB. The 22 service-oriented items on the OCB scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) were used to measure SOCB. The confirmatory factor analysis of this scale demonstrated a good fit (TLI = .94) with the Organ et al. (2006) 5-factor model of OCB, with all factors loading significantly.

This scale, as originally developed and validated, used manager observations of subordinate OCB behaviors. These observations were aggregated at a unit level in order to allow for comparison with unit-level statistics of the dependent variables. As noted in

Appendix B, this scale utilized a 7-point Likert scale with responses ranging from 1 (*strongly disagree*) to 7 (*strongly agree*), noting that five questions assessing negative behaviors were reverse coded. This measure encompassed all of the Organ et al. (2006) five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism.

Of note, two SOCB questions were added to the 23-item Podsakoff et al. (1990) OCB measure. These two questions appear in the Bettencourt et al. (2001) SOCB survey, but they offer additional supervisor SOCB ratings (as opposed to the Podsakoff et al. [1990] measure that is self-rated). Specifically, these questions ask the following: “Follows up in a timely manner to customer requests and problems,” and “Regardless of circumstances, exceptionally courteous and respectful” (Bettencourt et al., 2001, p. 32). The Cronbach’s alpha of the Bettencourt et al. (2001) measure was .89 and is acceptable, as determined by Sun et al. (2007).

It should be noted that the nature of this portion of the survey had the potential to be affected by Tversky and Kahneman’s (1975) heuristic of representativeness, which addresses judgment under uncertainty and the potential for biases, possibly creating cognitive prototypes based on previous experiences. However, with the specific nature of the behavioral questions in this portion of the survey (see Appendix B), the risk was considered to be reduced to an acceptable level, noting Rosch’s (1983) reasoning from reference point. This consideration is addressed in the limitations of the study.

Voluntary turnover (VTO). For the purposes of this study, VTO represents one of the two dependent variables and was ascertained by asking HR management at the unit level, “what is your average annual rate of turnover?” This approach was utilized in

earlier studies by Arthur (1994), Huselid et al. (1995), and Sun et al. (2007), with specific instructions for HR managers to exclude involuntary turnover, defined as forced terminations and retirements, to yield an accurate VTO figure. Because employee transfers to other units might have been considered voluntary, as in the case of multiple-unit ownership, this data was considered on a case-by-case basis, as reported by unit management, in order to obtain accurate VTO data (with no cases reported).

Unit-level productivity. For the purposes of this study, performance is measured as the logarithm of sales per employee, developed by Huselid et al. (1995). Sun et al. (2007) support Huselid et al.'s (1995) contention that this measure offers the benefits of providing a "single index that can be used to compare productivity as well as estimate a dollar value for returns on investment for the investment of high-performance human resource practices" (p. 567). As noted by Huselid et al. (1997), this measure of productivity "reflects employee efforts that are somewhat insulated from variations in the capital and product markets" (p. 177). As well, this productivity figure is insulated from non-employee costs, such as rent, which are used in earnings-based measures, such as earnings before interest, taxes, depreciation, and amortization (EBITDA). This productivity data was obtained from operating unit managers, noting that sales-per-employee is a common standard that has minimal variance in how it is calculated in the FFF industry. Its calculation is standardized in the research subjects' organizations.

Data Aggregation

All data was collected and analyzed at the unit level. Unit operating data such as VTO and productivity were obtained from unit management. Within-group agreement statistics as performed by Sun et al. (2007) were calculated to justify the aggregation of

SOCB data at the unit level, with intra-class correlation coefficients exceeding the acceptable level of .70 prescribed by Klein and Kozlowski (2000).

Data Collection

Data for this research was electronically collected using the internet-based survey system Survey Monkey. The process began with a letter of introduction from the franchisor (pre-approved by the NSU Institutional Review Board [NSU IRB]), which included matters of informed consent. Following the letter of introduction, an email (also pre-approved by the NSU IRB) was sent directly to unit operators with instructions on accessing Qualtrics along with any further instructions for completion of the survey. Once logged into the Qualtrics, respondents were immediately advised of informed consent and the right to terminate the survey at any time without repercussion.

Selection of Statistical Method

The data for this research was analyzed using SPSS statistical software to determine what, if any, relationships exist between the dependent and independent variables as well as the effect that the mediating and moderating variables may have demonstrated.

Summary

Following the introduction and review of the literature from Chapters I and II, respectively, Chapter III has described the methodology used for this research. Extending the research of Sun et al. (2007), this study adapted the HPHRM measure from Huselid et al. (1997) for the FFF industry, using a panel of industry experts to determine the applicability in that business format. The SOCB measure of Bettencourt et al. (2001) was

described, as were the measures of the dependent variables and the choice of statistical method. The next chapter will describe and explain the results of the analysis.

Chapter IV

Analysis and Presentation of Findings

Preparation of Primary Data

Upon completion of the online survey, the response data was imported into an Excel format, organized, and loaded into IBM SPSS Statistics 22 for analysis. As stated previously, 276 cases were processed with various levels of responses removed via listwise deletion based on variables in the specific procedure, noting that 112 respondents completed a sufficient number of questions to be included in the analysis. The valid cases represented 14.8% of the total population of stores and 40.6% of the stores that took the survey. Data was collected for both company and franchise stores.

Survey Instrument

The survey instrument was comprised of three segments:

1. The HPHRM practices adapted from Huselid et al. (1997). In that study, the authors developed and validated four scales to measure HPHRM, including professional HRM capabilities, strategic HRM effectiveness, technical HRM effectiveness, and business-related capabilities. It should be noted that an additional scale, TOTAL, was added to the Huselid et al. (1997) study, combining the aforementioned four scales. As can be seen in Table 6, this TOTAL scale showed stronger reliability than any of the individual measures comprising it ($\alpha = .962$).

2. A combined version of the organizational citizenship behaviors (OCB) survey adapted from Podsakoff et al. (1990) and the service-oriented organizational citizenship behaviors (SOCB) adapted from Bettencourt et al. (2001). Podsakoff et al.'s (1990) measures of OCB are based on Organ's (1988) five dimensions of OCB, including

altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Two questions on customer courtesy from Bettencourt et al.'s (2001) survey were added to Organ's (1990) instrument (see Appendix B). The combined instrument utilized supervisors' evaluations of hourly employees' SOCB behaviors.

3. Unit profitability and turnover were reported by unit management.

Exploratory factor analyses using varimax rotation as well as reliability measures were conducted on the HPHRM and SOCB portions of the survey.

Factor Analysis and Reliability: HPHRM Practices

To test the independence of Huselid et al.'s (1997) four scales, a principal component factor analysis on the HPHRM items was conducted (see Table 3). The analysis extracted three factors, the sum of which explained 66.1% of the variance, with one factor accounting for 53.8% of the total variance explained (see Table 4). Because of the loadings on Factor 1, calculating a summary score for the HRM items (TOTAL) seemed more meaningful than analyzing them as distinct scales that were not conceptually clear. However, after conducting a rotated factor analysis, four factors emerged that roughly correspond to Huselid et al.'s (1997) HPHRM scales (see Table 5).

Table 3

Principal Component Matrix of HPHRM Scales

Item	Component		
	1	2	3
Anticipates Internal and External Changes	.598	-.515	.142
Exhibits Leadership	.698	-.446	.137
Demonstrates Financial Impact of HR	.716	-.300	.147
Defines HR Vision	.822	-.120	.303
Educates HR	.797	-.175	.169
Take Appropriate Risks	.617	-.155	.435
Broad HR Knowledge	.696	.037	.184
Competitor HR Knowledge	.593	.125	.384
Teamwork	.784	-.386	-.066
Participative Management	.843	-.086	-.186
Productivity	.808	-.221	-.312
Management Training	.827	-.007	-.140
Succession	.797	-.118	-.144
Advance ID of Key Issues	.780	.195	.100
Benefits	.704	.398	-.116
Compensation	.703	.170	-.302
Recruiting	.812	.045	-.335
Safety and Health	.836	.063	-.197
Employee Education	.839	.137	-.178
Retirement	.588	.550	.234
Employee Relations	.706	.455	.122
Experience in Other Business Areas	.628	.338	.083
Line Management Experience	.598	-.095	-.239
HR Career Oriented	.682	.244	.095

Table 4

Total Variance Explained: HPHRM Factors

Component	Initial Eigenvalues			Extraction sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.901	53.756	53.756	12.901	53.756	53.756
2	1.801	7.506	61.261	1.801	7.506	61.261
3	1.168	4.868	66.129	1.168	4.868	66.129

Note. Extraction method: Principal component analysis.

As previously stated, the principal component analysis yielded loadings to one factor with high loadings for each item in the instrument, thus suggesting that one factor (TOTAL) may be more conceptually meaningful. It therefore made sense to calculate a total score on all items (TOTAL). To further explore Huselid et al.'s (1997) scales, a varimax rotated component matrix was used to see if the scales would be revealed by orthogonal rotation. The analysis, as depicted in Table 5, revealed four factors, much in accordance with Huselid et al.'s (1997) scale construction; however, all of the factors had exceptions in that one to two items loaded on factors other than Huselid's construction of the scales. This finding further justified the use of a single scale to be included in the analyses to see if it would have better predictive value than the four scales used by Huselid.

Table 5

Varimax Rotated Component Matrix of HPHRM Items

Item	Component			
	1	2	3	4
Anticipates Internal and External Changes	.246	.774	-.004	.166
Exhibits Leadership	.328	.730	.115	.214
Demonstrates Financial Impact of HR	.460	.649	.261	-.070
Defines HR Vision	.342	.638	.505	.106
Educates HR	.383	.551	.396	.286
Take Appropriate Risks	.051	.664	.424	.100
Broad HR Knowledge	.442	.313	.526	.056
Competitor HR Knowledge	.116	.376	.581	.089
Teamwork	.538	.548	.145	.416
Participative Management	.699	.384	.296	.211
Productivity	.729	.406	.111	.316
Management Training	.613	.438	.359	.199
Succession	.591	.501	.253	.202
Advance ID of Key Issues	.432	.366	.589	.128
Benefits	.636	.069	.567	-.042
Compensation	.750	.141	.290	.071
Recruiting	.758	.274	.253	.242
Safety and Health	.663	.312	.349	.297
Employee Education	.679	.304	.414	.189
Retirement	.247	.040	.799	.052
Employee Relations	.341	.126	.729	.243
Experience in Other Business Areas	.137	.102	.580	.682
Line Management Experience	.323	.264	.079	.796
HR Career Oriented	.328	.268	.544	.254

Note. Rotation method: Varimax with Kaiser normalization. Rotation converged in 10 iterations.

As can be seen, each of the four HPHRM scales showed a significant correlation at the 0.01 level (2-tailed) with the other scales, suggesting the likelihood of multicollinearity (see Table 6). These correlations could be attributed to the integrated nature of HPHRM functions, which require managers to develop and maintain a broad

knowledge base in the various aspects of management, to be further addressed in the discussion of the results.

Table 6

HPHRM Component Correlations

	HPHRM Number of Items	HPHRM Mean	HPHRM SD	HPHRM Professional	HPHRM Strategic	HPHRM Technical	HPHRM Business	HPHRM Total
HPHRM Professional	8 (.89)	63.57	7.97	(.89)				
HPHRM Strategic	6	33.53 (.92)	6.51	.838*	(.92)			
HPHRM Technical	7 .717	35.43	7.97 (.90)	.717*	.824*	(.90)		
HPHRM Business	3 .630	15.21 .704	3.52. .733	.630*	.704*	.733*	(.74)	
HPHRM Total	.920		.926	.920* .811	.944* (.96)	.926**	.811*	(.96)

Note. Internal consistency reliability (coefficient α) in diagonal.

*Correlation is significant at the 0.01 level (2-tailed).

Factor Analysis and Reliability of the Adapted OCB/SOCB Measure

This study adapted Podsakoff et al.'s (1990) OCB questionnaire that measures five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Two customer courtesy questions from the Bettencourt et al. (2001) SOCB survey were added, culminating in a 25-item survey as shown in Appendix B.

Respondents (unit managers) were asked to evaluate the SOCB behaviors of the highest, average, and least contributory employees. In other words, to verify Podsakoff's (1998) findings, this study conducted a similar analysis using franchise supervisor ratings to see if factor loadings would emerge supporting the five-dimension model of OCB.

From the 25 items of the SOCB portion of the survey, both principal components and varimax rotated factor analyses were conducted for high-, average-, and low-performing employees. Prior to rotation, items loaded on a single factor much like the HPHRM items. After rotation, approximate loadings to what were found in the Podsakoff et al. (1990) study were observed with six scales emerging for the high-performing employee. The additional customer service questions from Bettencourt et al. (2001) loaded on a sixth independent factor after rotation from other OCB dimensions for the high-performing employee only. Although six factors explained 67% to 76% of the variance in SOCB ratings (see Tables 7–9), loadings on helpfulness and concern for others items did not correspond to the scales as identified by Podsakoff et al. (1990). For the average- and low-performing employee, customer service was not found to be independent of a global OCB factor. These results indicated that a summary OCB measure would be meaningful for certain analyses, and thus an SOCB total score was calculated. Because the SOCB-customer service measure had only two items, it

demonstrated lower reliability than the Podsakoff et al. (1990) scales, but when combined with all of the other measures, the SOCB total measure demonstrated a strong reliability, ranging from .901 to .953 (see Table 10). In addition, analyses using the scales constructed by Podsakoff et al. (1990) were analyzed.

Table 7

Total Variance Explained of Reported SOCB: High-Performing Employee

Component	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.360	33.441	33.441	8.360	33.441	33.441	4.044	16.177	16.177
2	2.888	11.554	44.995	2.888	11.554	44.995	3.248	12.994	29.170
3	1.958	7.832	52.827	1.958	7.832	52.827	2.977	11.910	41.080
4	1.448	5.792	58.619	1.448	5.792	58.619	2.759	11.035	52.115
5	1.209	4.835	63.454	1.209	4.835	63.454	2.278	9.113	61.229
6	1.061	4.245	67.698	1.061	4.245	67.698	1.617	6.470	67.698

Note. Extraction Method: Principal Component Analysis.

Table 8

Total Variance Explained of Reported SOCB: Average-Performing Employee

Component	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.110	40.441	40.441	10.110	40.441	40.441	4.929	19.717	19.717
2	2.464	9.857	50.298	2.464	9.857	50.298	3.933	15.731	35.448
3	1.461	5.844	56.143	1.461	5.844	56.143	2.899	11.596	47.044
4	1.328	5.311	61.454	1.328	5.311	61.454	1.927	7.709	54.753
5	1.012	4.050	65.503	1.012	4.050	65.503	1.836	7.346	62.099
6	.946	3.785	69.289	.946	3.785	69.289	1.797	7.190	69.289

Note. Extraction Method: Principal Component Analysis.

Table 9

Total Variance Explained of Reported SOCB: Low-Performing Employee

Component	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.579	50.318	50.318	12.579	50.318	50.318	4.649	18.595	18.595
2	2.328	9.310	59.628	2.328	9.310	59.628	4.258	17.033	35.628
3	1.274	5.098	64.726	1.274	5.098	64.726	3.155	12.621	48.249
4	1.057	4.227	68.952	1.057	4.227	68.952	2.834	11.337	59.586
5	.902	3.608	72.560	.902	3.608	72.560	2.544	10.177	69.762
6	.774	3.098	75.658	.774	3.098	75.658	1.474	5.895	75.658

Note. Extraction Method: Principal Component Analysis.

Of the five OCB dimensions, conscientiousness and sportsmanship demonstrated the strongest reliabilities, as shown in Table 10.

Table 10

Adapted OCB/SOCB Measure Reliability

Dimension	Items	α	Mean	Variance	Std. Dev.
SOCB: Conscientiousness					
High Performing	5	.864	31.06	30.58	5.53
Average Performing	5	.801	26.68	24.30	4.93
Low Performing	5	.865	18.76	51.35	7.16
SOCB: Sportsmanship					
High Performing	5	.859	30.12	33.25	5.76
Average Performing	5	.884	25.68	39.00	6.24
Low Performing	5	.904	20.37	62.49	7.90
SOCB: Civic Virtue					
High Performing	3	.626	17.03	11.06	3.32
Average Performing	3	.658	14.15	10.90	3.30
Low Performing	3	.784	11.21	16.91	4.11
SOCB: Courtesy					
High Performing	5	.786	29.98	18.28	4.28
Average Performing	5	.832	26.33	20.90	4.57
Low Performing	5	.908	19.22	49.71	7.05
SOCB: Altruism					
High Performing	5	.784	30.70	16.23	4.03
Average Performing	5	.876	26.42	21.15	4.60
Low Performing	5	.917	19.36	50.15	7.08
SOCB: Customer Service					
High Performing	2	.664	12.97	2.10	1.45
Average Performing	2	.657	11.30	3.48	1.87
Low Performing	2	.793	9.00	8.60	2.93
SOCB: Total					
High Performing	23	.901	138.84	283.26	16.83
Average Performing	23	.926	119.38	345.28	18.58
Low Performing	23	.953	88.95	771.53	27.77

Intercorrelations among the five scales of OCB as well as the additional customer service scale showed that scores for the same item assigned to different levels of employees varied considerably with only the scale altruism consistently significant across levels. As can be seen in Tables 11 and 12, raters typically made distinctions among the different levels of employees given the low relationships among the scales. The highest correlations were found among SOCB scales within each of the three levels, not between the levels. A total SOCB score was also correlated with the other scales. Results showed that for the high-performing employee, the most important subscales (largest correlations) with SOCB total were courtesy, altruism, and sportsmanship. For the average-performing employee, total SOCB was most highly related to the subscales of altruism and sportsmanship. However, the most important scales contributing to total SOCB for the low-performing employee were courtesy and conscientiousness. In other words, results showed that supervisor summary ratings of SOCB were comprised of different factors for each of the three levels of employees, possibly indicating different SOCB expectations for high-, average-, and low-performing employees. This is given greater attention in the discussion section.

Table 11

SOCB Correlations

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
1 Voluntary Turnover	1.00																							
2 Adjusted Sales	-.04	1.00																						
3 HPConscientious	.11	-.07	1.00																					
4 APCConscientious	.04	.03	.23	1.00																				
5 LPConscientious	-.01	.13	-.10	.48	1.00																			
6 HPSportsmanship	-.06	-.15	.52	.26	-.01	1.00																		
7 APSportsmanship	-.04	.16	-.02	.64	.48	.22	1.00																	
8 LPSportsmanship	-.03	.01	-.10	.29	.67	.03	.50	1.00																
9 HPCivicVirtue	-.03	.12	.21	.00	-.06	.25	.05	-.17	1.00															
10 APCivicVirtue	-.06	.10	.09	.27	.26	.16	.30	.04	.57	1.00														
11 LPCivicVirtue	-.04	.17	-.10	.07	.48	-.03	.28	.33	.15	.46	1.00													
12 HPCourtesy	-.05	-.01	.35	.11	.02	.47	.15	.04	.41	.22	.04	1.00												
13 APCourtesy	.01	.05	.07	.64	.40	.11	.70	.37	.09	.39	.27	.36	1.00											
14 LPCourtesy	-.01	.08	-.10	.23	.71	-.07	.35	.72	-.05	.16	.48	.00	.41	1.00										
15 APAltruism	-.05	.12	.22	.42	.38	.12	.47	.29	.12	.43	.44	.39	.73	.37	1.00									
16 HPAltruism	-.10	.13	.42	.21	.09	.38	.20	-.02	.53	.42	.25	.60	.36	.06	.54	1.00								
17 LPAltruism	.05	.09	-.01	.16	.63	-.02	.27	.57	-.08	.17	.60	.10	.42	.72	.62	.13	1.00							
18 HPTotal	-.02	-.03	.74	.25	-.02	.78	.17	-.05	.59	.36	.07	.76	.26	-.05	.38	.77	.03	1.00						
19 APTotal	-.03	.11	.12	.79	.53	.21	.85	.42	.18	.55	.37	.31	.90	.40	.77	.43	.42	.34	1.00					
20 LPTotal	-.01	.10	-.10	.32	.86	-.03	.47	.84	-.08	.23	.64	.05	.46	.90	.50	.10	.85	-.02	.52	1.00				
21 HPCustService	-.15	-.23	.24	.07	.03	.39	.06	.03	.41	.26	.09	.55	.16	.02	.22	.54	-.06	.56	.19	.02	1.00			
22 APCustService	-.14	.13	.25	.43	.33	.30	.46	.29	.20	.32	.30	.37	.61	.28	.64	.42	.37	.41	.64	.38	.43	1.00		
23 LPCustService	-.09	.05	.01	.21	.58	.10	.27	.54	.02	.29	.58	.13	.41	.68	.50	.19	.73	.13	.42	.75	.13	.52	1.00	

Besides demonstrating the reliability of the SOCB measures, the results in Table 10 revealed an enhanced reliability of rating SOCB behaviors as the quality of hourly employee performance decreased from highest to average to least contributory. This can be seen by the alpha level rising in every SOCB category with the exception of SOCB-Conscientiousness as well as the decreasing means and the increasing standard deviations. This finding may be attributable to poor SOCB behaviors being more apparent to the managers rating the hourly employees, as is discussed in Chapter V.

Hypothesis Testing

H1a: High-performance human resource management practices are negatively related to unit-level voluntary turnover in fast food franchising. In Table 12, the HPHRM-total measure shows a significant negative correlation ($r = -.253$, $p < .01$) with VTO. As well, all of the HPHRM factors except HRM-business demonstrated significant negative correlations with VTO (HPHRM-professional ($r = -.213$, $p < .05$), HPHRM-strategic ($r = -.202$, $p < 0.05$), and HPHRM-technical ($r = -.264$, $p < .01$). As such, the results demonstrate that HPHRM practices did have a negative correlation with VTO in fast food franchising, and H1a is supported.

Table 12

HPHRM/VTO and Productivity Correlations

Scale	Mean <i>SD</i>	HPHRM Prof.	HPHRM Strat.	HPHRM Tech.	HPHRM Bus.	HPHRM Total	VTO	Adj Sales
HPHRM: Prof.	42.89 7.973	1.00						
HPHRM: Strategic	33.53 6.517	.83**	1.00					
HPHRM: Technical	35.43 7.972	.72**	.82**	1.00				
HPHRM: Business	15.21 3.520	.63**	.70**	.73**	1.00			
HPHRM: Total	5.3077 .97776	.92**	.94**	.93**	.81**	1.00		
Voluntary Turnover	.4685 .6925	-.21*	-.20*	-.26**	-.11	-.25**	1.00	
Adjusted Sales	43,787 10,742	-.07	.02	-.08	-.07	-.06	-.04	1.00

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

H1b: High-performance human resource management practices are positively related to unit-level productivity in fast food franchising. As can be seen in the correlation matrix in Table 13, results showed no significant relationships between any of the HPHRM measures and unit-level productivity at the 0.05 level of significance. H1b was not supported.

As discussed in Chapter V, this could be attributable to (a) the nature of the fast food operations that include routine, mechanized procedures that do not lead to a great deal of sales performance variability; and (b) the variable nature of labor in the fast food franchise (FFF) industry, where staffing can quickly adjust to changes in business activity

and thus maintain desired performance targets. Table 12 shows that VTO was skewed with standard deviation greater than the mean, most likely indicating a bimodal distribution. Sales performance was more normally distributed.

Table 13

SOCB/VTO and Performance Correlations

		VTO	Adj. Sales	HPOCB Total	APOCB Total	LPOCB Total
VTO	Pearson Corr	1	-.04	-.02	-.03	-.01
	Sig. (2-tail)		.72	.81	.77	.93
	N	135	105	108	101	101
Adj. Sales	Pearson Corr	-.04	1	-.03	.11	.10
	Sig. (2-tailed)	.72		.82	.33	.38
	N	105	106	85	80	80

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

H2: High-performance human resource management practices are positively related to unit-level service-oriented OCB in fast food franchising. As can be seen in Table 14, there were significant correlations between HPHRM and the OCB's of both high- and average-performing (HP and AP) employees, but not for low-performing (LP) employees. Not all of the HPHRM scales demonstrated significant correlations, but the HRM Professional and HRM Strategic components of HPHRM were significant at the 0.01 level. The HRM Business component was significant at the 0.05 level. The HRM technical component was significant at the 0.05 level for the AP subjects only. The overall measure, HPHRM total, had significant relationships with the HPOCB total (.341, $p < .01$) and APOCB total (.308, $p < .01$), thus supporting H2.

Table 14 findings also showed that while HP and AP employees were much more similar in SOCB, there were no significant correlations between any of the HPHRM

components and the OCB's of LP subjects, adding to the idea that general managers' representativeness heuristic (Tversky & Kahneman, 1975) of HP and AP may be quite different than those for LP. Another explanation for this result is that LP employees, common in the FFF industry, are not impacted by HRM practices but rather primarily by financial considerations (Walz & Niehoff, 1996). The implications as to whether these LP employees can be positively influenced by HPHRM and the OCB of managers and other employees, including any preexisting attitudes/training/life experiences, is addressed in Chapter V.

Table 14

HPHRM/SOCB Correlations

	HPOCB Total	APOCB Total	LPOCB Total
HRM Professional	.40**	.26**	0.03
HRM Strategic	.38**	.36**	0.17
HRM Technical	0.19	.24*	0.16
HRM Business	.20*	.23*	0.12
HRM Total	.34**	.31**	0.15

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

H3: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level voluntary turnover in fast food franchising. The first part of this hypothesis was supported in that HPHRM practices were significantly related to VTO. Table 12 shows that four of the five HPHRM scales were significantly and negatively related to VTO. Only the HRM business scale was not significant but was in the predicted direction. Despite meeting the first criterion for

showing mediation, the second requirement was not met by introducing OCB to the equation. As can be seen in Table 15, there was no statistically significant evidence to support the hypothesis of mediation because no incremental effect was found by including SOCB in the relationship between HPHRM and VTO. The lack of mediation was found for all three levels of employees (HP, AP, LP) in Tables 16–18. Hypothesis 3 was not supported.

Table 15

HPHRM/VTO Versus HPHRM/SOCB/VTO Models: Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.993	.477		4.182	.000
HRM Total	-.281	.088	-.312	-3.206	.002
2 (Constant)	1.642	.782		2.099	.039
HRM Total	-.308	.099	-.342	-3.116	.002
2 HPOCB Total	.027	.135	.023	.203	.839
APOCB Total	.047	.121	.051	.394	.695
LPOCB Total	.020	.075	.033	.271	.787

Note. Dependent Variable: Voluntary Turnover 2013

Table 16

HPHRM/VTO Versus HPHRM/SOCB/VTO Models: HPOCB Mediation Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.752	.430		4.075	.000
HRM Total	-.241	.079	-.288	-3.039	.003
2 (Constant)	1.358	.624		2.177	.032
HRM Total	-.266	.084	-.318	-3.151	.002
HPOCB Total	.087	.100	.088	.873	.385

Note. Dependent Variable: Voluntary Turnover 2013.

Table 17

HPHRM/VTO Versus HPHRM/SOCB/VTO Models: APOCB Mediation Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.993	.477		4.182	.000
HRM Total	-.281	.088	-.312	-3.206	.002
2 (Constant)	1.742	.590		2.951	.004
HRM Total	-.302	.092	-.335	-3.264	.002
APOCB Total	.069	.096	.074	.721	.472

Note. Dependent Variable: Voluntary Turnover 2013.

Table 18

HPHRM/VTO Versus HPHRM/SOCB/VTO Models: LPOCB Mediation Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.993	.477		4.182	.000
HRM Total	-.281	.088	-.312	-3.206	.002
2 (Constant)	1.898	.507		3.742	.000
HRM Total	-.289	.089	-.321	-3.243	.002
LPOCB Total	.035	.062	.056	.565	.574

Note. Dependent Variable: Voluntary Turnover 2013.

H4: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level productivity in fast food franchising. As seen in Table 12, there was no significant relationship between HPHRM and productivity at the unit level. Therefore, the first requirement for demonstrating a mediation effect was not met. SOCB cannot mediate a relationship that does not exist. Hypothesis 4 is not supported.

As will be discussed in Chapter V, these findings could be attributable to (a) the nature of the FFF operations that include routine, mechanized procedures that do not lead to a great deal of performance variability; and (b) the variable nature of labor in the FFF industry, where staffing can quickly adjust to changes in business activity and thus maintain desired performance targets.

Chapter V

Summary and Conclusions

Introduction

It has been documented that the livelihood of service businesses lies in its employees, especially front-line, customer-contact employees (Bienstock et al., 2003; Hill, 1996; Kacmar et al., 2006). As a service-based business format, the fast food franchise (FFF) industry is no exception. However, as a result of the relatively low wage rates in the industry as well as the Taylorist management practices that create routine repetitive roles for service associates, total employee turnover has plagued operators at all levels. Ranging from 110% annually and up, Sullivan (2015) noted turnover as the industry's 800-pound gorilla, with 75% being voluntary, and later the root of all restaurant problems (Sullivan, 2017). Maze (2017) noted that this high level of turnover had detrimental effects on most chains' profits, reinforcing Glebbeek and Bax's (2004) finding that high turnover is harmful to firm performance.

Given the proliferation of FFF concepts across the country and around the globe, it appears that the value of HRM in this industry is more important than ever as a vehicle for reducing turnover and increasing productivity. Specifically, finding and retaining qualified and motivated candidates has been recognized as one of the most difficult parts of an FFF manager's job, especially when considering the nature of the work, the industry wage levels, and the less than attractive hours (Ghiselli et al., 2001).

To date, the topic of total employee turnover in FFF has been studied from a number of perspectives, yet the viewpoint of the behavioral sciences only recently has been added to the mix. With the theoretical and empirical advancements that have been

made in the study of turnover, there have been limited applications with regard to the concept of service-oriented organizational citizenship behavior (SOCB) in the FFF industry. In addition, with the U.S. FFF projected to employ over 3.78 million people in 2018 (“Number of Employees,” 2013), this research offers a multidisciplinary approach, combining organizational behavior and management theories that have the potential to advance knowledge as well as offer practical implications for industry with the possibility for further research in a more universal setting. Specifically, this research looked at the relationship between high-performance human resource management (HPHRM) and voluntary turnover (VTO) and productivity in FFF units, including whether or not HPHRM created a level of SOCB, and if SOCB mediated the aforementioned relationships of HPHRM with VTO and productivity. Following the research of Sun et al. (2007), this study looked for the potential of improving that problem through the practice of HPHRM and the potential benefits that SOCB offers. This chapter discusses the significant findings of the research and presents its implications for practitioners in the FFF industry as well as study limitations and suggestions for further research.

Discussion

Results clearly demonstrated the benefits of HPHRM with regard to VTO, but the findings were also useful in what they found not to be the case with the remaining hypotheses, including HPHRM’s correlation with unit productivity, a strong link between HPHRM and SOCB, and a mediating effect of SOCB on the relationships between HPHRM and VTO/unit productivity. As well, other non-hypothesized findings became apparent that offer significant potential for further inquiry; findings that include

distinctions in the applicability of HPHRM and SOCB when observing different employee classifications (as categorized by supervisor-rated performance level).

Looking at the supported hypothesis, Huselid et al.'s (1997) model of HPHRM, adjusted for the FFF industry, demonstrated a significant negative correlation with VTO, especially the TOTAL score, which combined all the components of the HPHRM model. This result is consistent with prior research (Kacmar et al., 2006; Sun et al., 2007) that builds on the human relations perspective, which asserts that taking an active interest in employees can improve job satisfaction (Allan et al., 2005) and performance at an organizational level (Ployhart et al., 2011). As previously mentioned, HPHRM promotes organizational performance by recognizing, developing, and utilizing the time and talents of its members, and although there are a number of practices noted in HPHRM literature (Bamberger & Meshoulam, 2000; Delery & Doty, 1996; Leana & Van Buren, 1999; Sun et al., 2007), it is the combination of these practices that collectively and cooperatively affect performance (Ployhart et al., 2011). Important for the relationship between HPHRM and VTO, HPHRM incorporates a relational perspective that has the potential to promote a long-term employee relationship that includes shared goals and intentions (Bamberger & Meshoulam, 2000; Huselid et al., 1995; Sun et al., 2007) that ultimately offer the potential for reducing VTO. Lastly, the effects of HPHRM create shared perception and a sense of obligation on the part of employees such that discretionary behaviors are taken for the benefit of the team and organization (Muse & Stamper, 2007; Stephens, 2013; Sun et al., 2007). This discretionary management approach demonstrates an opportunity to overcome the Taylorist practices (The Taylor Society, 1929) in the FFF industry, as evidenced by FFF workers finding satisfaction in human resource practices

that offset some of the aforementioned negative aspects of working in that industry (Allan et al., 2005).

The hypothesized relationship between HPHRM and unit productivity demonstrated no significant relationship and was thus not supported. A possible explanation for this is that labor productivity was more a function of the mechanistic nature of the jobs (which have limited variance in performance) and was thus subject to unit management's ability to control labor cost by treating it as a variable expense that can be adjusted on an as-needed basis, using increases in salaried employee inputs to meet the sales/employee metrics standard for the organization and industry. Since there was no relationship to this hypothesis, the hypothesis of a moderating role of SOCB was irrelevant.

The relationship between HPHRM and SOCB was partially supported, although not as hypothesized. Specifically, an interesting outcome arose in that the results demonstrated differences in the HPHRM/VTO relationship for employees of differing levels of performance: There was a correlation between HPHRM and SOCB for high- and average-performing employees, but there was no such correlation for those who were perceived to be low-performing. These results are particularly interesting given that Podsakoff et al. (1990) and Bettencourt et al. (2001) used ratings of real employees, while this one is based on prototypical employees performing at one of three different levels.

One might assume that ratings of OCB contain rater demand characteristics that bias results similar to Rosch's (1973) prototype and Kahneman and Tversky's (1972) representativeness heuristic. In other words, even with specific SOCB questions as noted

in Appendix B, certain ratings of OCB could be cued as the rater considers the performance of an employee with different expectations of high-, average-, and low-performing employees. However, it should be noted that the reliability of the SOCB measure increased as the performance level decreased, so the rater reliability had quantitative merit. This is further addressed in the limitations. Another possible explanation for this result is that the low-performing employees are, essentially, immune to any behavioral interventions and thus motivated primarily by financial considerations (Katz & Krueger, 1992; Peterson & Luthans, 2006; Walz et al., 1996). Following that, the implications as to whether these low-performing employees can be positively influenced by HPHRM and the OCB of managers and other employees, that is, a contagion effect, may be attributed to employee perceptions governed by pre-existing attitudes, training, and life experiences. Thus, despite proper training with the appropriate tools, working conditions, and a feeling of management support, Beatson, Lings, and Gudergan's (2008) claim that the job can be satisfying is not supported for this portion of the workforce. The management of this low-performing portion of the workforce, especially trying to find other motivators than money, might be an interesting avenue for future research.

Finally, even though it demonstrated a correlation with HPHRM for a portion of the sample, SOCB was not found to mediate the HPHRM/VTO relationship significantly. This result leads to the possibility that there may be limited opportunities for attempting to reduce VTO by promoting SOCB in the FFF industry. Again, the nature of the FFF workforce, with 75% VTO (Sullivan, 2015), might simply not respond to SOCB, looking for more than the industry and organizations offer.

Implications for Theory

Theory on HPHRM (Huselid et al., 1997; Sun et al., 2007) was further supported in this study, reinforcing the idea that management's discretionary choice to actively promote human resources can indeed improve performance, in this case by reducing VTO and, in the case of certain portions of the workforce, creating a relational perspective that can encourage SOCB and a relational atmosphere that promotes a long-term employment relationship.

This study also extends research on SOCB in the fast food service industry in that it observes the FFF population in more detail, looking at how differing levels of employee performance react (or not) to not only HPHRM but also to OCB. These insights offer a behavioral perspective that has the potential to add scope to the constructs of HPHRM and SOCB and further investigate individual service orientation following the research of Dusek (2013).

In this study, finding increasing reliability of the SOCB measures as performance levels decreased offers a number of potential explanations that may help explain both the 75% of turnover that is voluntary as well as the 25% that is involuntary, giving merit to the perceptions of operations management at the unit level. For example, as the positive behavioral aspects of SOCB decline, there may be a shift from voluntary to involuntary turnover. Results also demonstrated that despite the potential for rater reliability issues, well developed measures (Bettencourt et al., 2001; Huselid et al., 1997) can overcome these issues and deliver meaningful behavioral results. However, the study also observed how performance metrics can be malleable; in this case managing the productivity

measure of labor cost by treating it as a variable expense that can be improved by reducing hourly payroll and utilizing increased salaried employee inputs.

Lastly, this study also contributes to the understanding of employee behavior in the food service industry, specifically fast food. However, while the results demonstrated some findings, generalizing them to other parts of the food service industry as well as other service industries warrants careful consideration, including what relationships actually exist and how they might transfer from one industry or segment to another.

Implications for Practice

The FFF industry is one which is run on extremely thin margins; labor costs are the largest costs along with food cost (Katz & Krueger, 1992). Even if just a small amount, reducing VTO by just a few basis points could lead to significant improvement in operating efficiencies numbers for units, organizations, and the FFF industry as a whole. Like any business, turnover costs are significant, but reducing the voluntary component of turnover and extending the working relationships with valued employees who demonstrate the higher levels of performance has the potential of improving performance. This study found a significant negative correlation between HPHRM and VTO, emphasizing the need for management at all levels to employ practices that have the potential to overcome the rote working conditions inherent in the FFF industry. It should be noted that HPHRM practices, such as maintaining open and clear channels of communication, not only enhance a feeling of trust (Mishra & Mishra, 2005) but also give an employee a sense of control and participation (Akers, 2016). However, it should also be noted from the findings that the positive results of SOCB on higher- and average-performing hourly employees was not evident in low-performing employees, thus

acknowledging that there is a limit to HPHRM practices in the context of overall labor pool available in that environment.

Also, since SOCB was not found to mediate the HPHRM/VTO relationship, management might consider SOCB behaviors as “found money” in that their efforts to promote it might not warrant the time and effort, although acknowledging and supporting it, when it does arise, could be useful. If a contagion effect from SOCB could be established, whether through research or practice, it might prove more promising than the results this study demonstrated.

For practitioners, looking more closely at hiring criteria and finding instruments that can better predict low performers who are not as likely to respond to the positive outcomes of HPHRM might prove to offer a significant return on investment. This represents a challenge in that with the unskilled workforce typical of the industry, combined with the present employment markets that show low unemployment, FFF employers are in some cases just trying to fill slots as opposed to finding ideal candidates, which may still not be perilous, as the tasks have been standardized to the point where they can be performed with modest training.

With regard to productivity, this research reinforces that it can be controlled, to a large degree, through management of hourly labor cost, with hourly employees becoming more of a discretionary variable expense. However, there can be limits to the practice of managing targeted ratios, as Kacmar et al. (2006) note that crew stability is an important factor in providing a level of service that fast food customers demand.

Recommendations for Further Research

Due to the significance of FFF in the U.S. economy, both in revenues and employment, any advancement in knowledge that offers the potential to improve the extraordinary turnover rates in FFF, especially VTO, warrants further research. One area for continued research would be to observe these relationships on an individual basis, looking more at individual factors affecting intentions to turnover in FFF, including age, gender, family circumstances, education, and prior FFF industry experience. These individual factors all offer the potential to significantly affect turnover and productivity, maybe even moderate the HPHRM/VTO relationship. For instance, research that could be extended to FFF might include that of Menges, Tussing, Wihler, and Grant (2017), which looks at family motivation; Jiang, Hu, Liu, and Lepak (2017), which notes the effects of demographic dissimilarities on workplace performance; and Guillaume, Dawson, Otake-Ebede, Woods, and West (2017), which studies ways of harnessing demographic differences in organizations.

Also, further research opportunities might look more closely at the lack of response of low performers to HPHRM, finding if it is possible to motivate them beyond a paycheck. For instance, Guest (2017) proposes that the mutual gains approach to HRM has the potential to offer a new framework for both research and practice that might improve both individual and organizational performance, and this could be researched within the FFF industry. Aryee et al. (2016) note that high-performance work systems were related to individual-level service quality, and Wang and Xu (2017) found similar results in service performance. These studies might also provide significant findings in the FFF industry.

Effect of labor conditions on the FFF industry may also add to both theory and practice. Specifically, the FFF industry's ability to attract employees who can perform at least at the average level, given the inherent payroll constraints, is not strong. Combined with the present level of employment, from local to state to federal levels as well as minimum wage initiatives (Jenkins, 2017; Katz & Krueger, 1992), a better understanding of the dynamics of the labor pool for FFF within these larger labor markets would enhance the body of knowledge in that area as well as offer practical implications.

Another area for future behavioral research in FFF would be to see if there is a "contagion" effect that results from SOCB; in other words, how these behaviors effect (or not) other workers. More specifically, can the OCB of high-performing employees have a positive effect on others, leading them to mirror or replicate OCB behaviors? Although this study did not appear to demonstrate this contagion effect, the research of Ilies, Scott, and Judge (2006) describing the interactive effects of personal traits and experienced states on intra-individual patterns of citizenship behavior showed promise, as did that of Tang and Tsaur (2016), which noted the positive role of group affective tone in hospitality management. Thus, the potential for further research that studies group and contagion effects of OCB in FFF is significant.

Limitations

The sample for this study was limited to fast food operations of a single, nationally-based FFF system with two responses coming from another chain. No other organizations or industry were studied. As well, being anonymous, the online sample may not have been representative of the population as a whole, considering geographical and individual differences. Also, the sample was not completely random: Although

administered online without personal identification, communications were sent from the FFF home office urging participation, thus a convenience sampling technique was used in generating an adequate sample size. However, it should be noted that this technique has been deemed reliable by Heckathorn (2002) and Farrokhi and Mahmoudi-Hamidabad (2002), noting that the sampling process can be constructed to permit the derivation of indicators that are not biased and have known levels of precision. Considering that the characteristics of any sample obtained using convenience sampling must be inspected (Sedgwick, 2013), the consistency found in FFF operations yields study results that offer a reasonable degree of external validity that can be generalized to the FFF population.

The study included surveys that utilized the perceptions of unit-level managers who evaluated the HPHRM practices and perceived SOCBs of their hourly employees. Inherent in the surveys was the methodological concern of rater reliability. With prototypes and representativeness heuristics in mind, evaluators of SOCBs may have had response biases such as halo, social desirability, and illusory effects as described by Podsakoff, MacKenzie, Lee, and Podsakoff (2003). However, based on the specific description of the behaviors in the questionnaire, the results offer a reasonable degree of confidence as evidenced by the instrument reliabilities. Also, the study did not consider the relationship an employee might form with his or her supervisor; one that can be a significant factor in staff turnover (Akers, 2016; Reina, Rogers, Peterson, Byron, & Hom, 2017). Specifically, some possible factors in effecting turnover include lack of respect or support from a supervisor as one of the top reasons employees leave, with other factors that contribute to a negative employee-supervisor relationship including poor feedback, too much negative feedback, and a lack of recognition.

Because VTO and productivity were measured at the unit level, individual employee traits were not measured. However, these individual traits can play a significant role in turnover (Branham, 2005; Sun et al., 2007). For instance, younger employees are more likely to leave their jobs as are employees working part-time positions, while student employees may leave when they graduate, and some older employees may temporarily work fast food positions when they've been laid off or are experiencing money problems (Branham, 2005). As well, Menges et al. (2017) note family factors in that supporting one's family increases job performance by enhancing energy and reducing stress, and it is especially important when intrinsic motivation is lacking.

As noted by Sun et al. (2007), "although a universal, or best practice, approach has dominated research on organizational performance of high-performance human resource practices, there is recognition that this relationship may be contingent upon contextual or environmental conditions" (p. 571). Thus, any conditions not specifically addressed in this research were not examined. Also, OCB is assumed, as noted in the accompanying literature, to offer numerous organizational benefits, but only the potential reduction in employee VTO and improved unit performance was studied.

Summary

Despite a relatively short history, the FFF industry known today has developed into a highly competitive, cost-driven industry with the primary costs lying in food and labor. From its humble beginnings to the scientifically developed systems and procedures of today, the inherent nature of the FFF industry, at least with regard to VTO and productivity, was witnessed in the results of this study. With regard to the nagging problem of VTO, the increased levels of social relations and satisfaction offered by

HPHRM (Allan et al., 2005; Huselid et al., 1997) in FFF were reinforced by the significant negative relationship between HPHRM and VTO found in this study: lower levels of VTO did occur when HPHRM practices existed. However, the benefit of SOCB found in other industries that practiced HPHRM (Sun et al., 2007) did not appear as significant, especially with low-performing employees, and SOCB did not significantly strengthen the relationship between HPHRM and VTO. Prior research demonstrating inadequate compensation as a primary reason for turnover (Dermody et al., 1998; Price, 1997) appears to be reinforced for the “lowest performing” segment of the FFF workforce, although recent efforts to increase the minimum wages in that industry (Maze, 2017) appear to have the potential to change that.

HPHRM did not appear to have any relationship with productivity in this study, and as such there was no need to consider if SOCB mediated the relationship. As mentioned, the FFF standardization of procedures, to the point of time and motion studies, reduces the potential for variability in productivity, even with HPHRM. Following that, productivity metrics (sales per employee) can be managed by utilizing labor as more of a variable expense than in other industries, with salaried employees, including unit managers, taking on more hours in order to meet targeted productivity levels.

In closing, despite the inherent research limitations in sampling and generalizability, the results reinforced existing HPHRM theory while offering some observations that suggest further avenues for research, especially at an individual level, including low-performing employees, and the dynamics of the industry to outside factors, such as employment levels (local, regional, national) and wage legislation.

Appendix A

High-Performance Human Resource Management Questionnaire

Indicator	1 Highly Satisfied	2 Satisfied	3 Somewhat Satisfied	4 Neither Satisfied nor Dissatisfied	3 Somewhat Dissatisfied	6 Unsatisfied	7 Highly Dissatisfied
<i>Professional HRM Capabilities</i>							
Anticipates the effect of internal and external changes							
Exhibits leadership for the function and corporation							
Demonstrates the financial impact of all HR activities							
Defines and communicates HR vision for the future							
Educates and influences line managers on HR issues							
Takes appropriate risks to accomplish objectives							
Broad knowledge of many HR functions							
Knowledgeable about competitors' HR practices							
Focuses on the quality of HR services							
International experience							
Influences peers in other companies							
<i>Strategic HRM effectiveness</i>							
Teamwork							
Employee participation and empowerment							
Workforce planning – flexibility and deployment							
Workforce productivity and quality of output							
Management and executive development							
Succession and development planning for managers							

Indicator	1 Highly Satisfied	2 Satisfied	3 Somewhat Satisfied	4 Neither Satisfied nor Dissatisfied	3 Somewhat Dissatisfied	6 Unsatisfied	7 Highly Dissatisfied
Advance issue identification/strategic studies							
Employee and manager communications							
<i>Technical HRM effectiveness</i>							
Benefits and services							
Compensation							
Recruiting and training							
Safety and health							
Employee education and training							
Retirement strategies							
Employee/industrial relations							
Social responsibility programs							
<i>Business-related capabilities</i>							
Experience in other key business areas							
Line management experience							

(Huselid et al., 1997)

Appendix B

Service-Oriented OCB Questionnaire

Indicator	1 Strongly Agree	2 Disagree	3 Somewhat Agree	4 Neither Agree nor Disagree	5 Somewhat Disagree	6 Disagree	7 Strongly Disagree
Attendance at work is above the norm.							
Does not take extra breaks.							
Obeys company rules and regulations when no one is watching.							
Is one of my most conscientious employees.							
Believes in giving an honest day's work for an honest day's pay.							
Consumes a lot of time complaining about trivial matters							
Always focuses on what's wrong, rather than the positive side							
Tends to make "mountains out of mole hills."							
Always finds fault with what the organization is doing.							
Is the classic "greasy wheel" that always needs greasing.							
Attends meetings that are not mandatory but considered important.							
Keeps abreast of changes in the organization.							

Indicator	1 Strongly Agree	2 Disagree	3 Somewhat Agree	4 Neither Agree nor Disagree	5 Somewhat Disagree	6 Disagree	7 Strongly Disagree
Reads and keeps up with organization announcements, memos, and so on.							
Takes steps to prevent problems with other workers.							
Is mindful of how his/her behavior affects other people's jobs.							
Does not abuse the rights of others.							
Tries to avoid creating problems for coworkers.							
Considers the impact of his/her actions on coworkers.							
Helps others who have been absent.							
Helps others who have heavy workloads.							
Helps orient new people even though it is not required.							
Willingly helps others who have work related problems.							
Is always ready to lend a helping hand to those around him/her.							
Follows up in a timely manner to customer requests and problems (a)							

Indicator	1 Strongly Agree	2 Disagree	3 Somewhat Agree	4 Neither Agree nor Disagree	5 Somewhat Disagree	6 Disagree	7 Strongly Disagree
Regardless of circumstances, exceptionally courteous and respectful (a)							

(Bettencourt et al., 2001; Podsakoff et al., 1990)

Table B

Item-Total Statistics

Name of Scale	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
Anticipates Internal and External Changes	37.39	50.580	.618	.883
Exhibits Leadership	36.99	51.321	.711	.877
Demonstrates Financial Impact of HR	37.40	49.223	.702	.876
Defines HR Vision	37.58	46.949	.831	.863
Educates HR	37.36	48.042	.769	.869
Take Appropriate Risks	37.54	49.382	.642	.881
Broad HR Knowledge	37.39	50.578	.634	.882
Competitor HR Knowledge	38.61	49.270	.520	.898
Teamwork	27.36	31.302	.782	.915
Participative Management	27.79	29.185	.840	.906
Productivity	27.69	31.031	.811	.912
Management Training	28.01	29.108	.832	.908
Succession	28.11	29.192	.792	.913
Advance ID of Key Issues	28.70	29.716	.701	.927
Benefits	30.43	46.800	.780	.886
Compensation	30.15	48.896	.702	.895
Recruiting	30.03	48.037	.744	.890
Safety and Health	29.60	48.958	.771	.889
Employee Education	29.96	47.357	.798	.885
Retirement	31.61	45.434	.610	.912
Employee Relations	30.77	46.456	.726	.892

Appendix C

HPHRM Component Matrix

Item	Component		
	1	2	3
Anticipates Internal and External Changes	.598	-.515	.142
Exhibits Leadership	.698	-.446	.137
Demonstrates Financial Impact of HR	.716	-.300	.147
Defines HR Vision	.822	-.120	.303
Educates HR	.797	-.175	.169
Take Appropriate Risks	.617	-.155	.435
Broad HR Knowledge	.696	.037	.184
Competitor HR Knowledge	.593	.125	.384
Teamwork	.784	-.386	-.066
Participative Management	.843	-.086	-.186
Productivity	.808	-.221	-.312
Management Training	.827	-.007	-.140
Succession	.797	-.118	-.144
Advance ID of Key Issues	.780	.195	.100
Benefits	.704	.398	-.116
Compensation	.703	.170	-.302
Recruiting	.812	.045	-.335
Safety and Health	.836	.063	-.197
Employee Education	.839	.137	-.178
Retirement	.588	.550	.234
Employee Relations	.706	.455	.122
Experience in Other Business Areas	.628	.338	.083
Line Management Experience	.598	-.095	-.239
HR Career Oriented	.682	.244	.095

Note. Extraction Method: Principal Component Analysis. Three components extracted.

Appendix D
Consistency Matrix

The Relationship Between High-Performance Human Resource Management, Organizational Citizenship Behavior, and Unit Performance and Voluntary Turnover in the Fast Food Franchise Industry			
Problem: To see what, if any, relationship exists between HPHRM practices and employee voluntary turnover and productivity of fast food franchise store operations and the mediating effect that OCB might have on that relationship.			
Sub-problems: What are the implications of HPHRM research in unit-level FFF operations, including: <ol style="list-style-type: none"> Can HPHRM practices be instituted at unit-level FFF operations? Can a HPHRM practices create a culture of SOCB that will reduce voluntary turnover and increase productivity in unit-level FFF operations? Can HPHRM practices and OCB be instituted at multi-unit operations in the FFF industry such as district or regional levels? 			
	Source (Reference)	Instrument Item(s)	Method of Analysis
H1a: High-performance human resource management practices are negatively related to unit-level voluntary turnover in fast food franchising	Sun et al. (2007) Huselid, Jackson, and Schuler (1977) Morrison (1996)	Adapted Huselid et al. (1997) HPHRM Questionnaire Unit-level employment data and voluntary turnover statistics	SPSS statistical software Pearson's Product-Moment Correlation was used to determine the correlation between the dependent and independent variables as well as the mediating and moderating variables.
H1b: High-performance human resource management practices are positively related to unit-level productivity in fast food franchising	Sun et al. (2007) Huselid et al. (1977) Morrison (1996)	Adapted Huselid et al. (1997) HPHRM Questionnaire Unit-level employment data and productivity statistics	
H2: High-performance human resource management practices are positively related to unit-level service-oriented OCB in fast food franchising	Sun et al. (2007) Chen et al. (1998) Morrison (1996)	Adapted Huselid et al. (1997) HPHRM Questionnaire Bettencourt et al. (2001) SOCB Questionnaire	
H3: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level voluntary turnover in fast food franchising	Huselid et al. (1995) Koys (2001) Sun et al. (2007) Paré and Tremblay(2007)	Adapted Huselid et al. (1997) HPHRM Questionnaire Bettencourt et al. (2001) SOCB Questionnaire Unit-level voluntary turnover statistics	
H4: Service-oriented OCB mediates the relationship between high-performance human resource management practices and unit-level productivity in fast food franchising	Ployhart et al. (2011) Organ et al. (2006) Peterson & Luthans (2006) Sun et al. (2007)	Bettencourt et al. (2001) SOCB Questionnaire Unit-level productivity statistics	

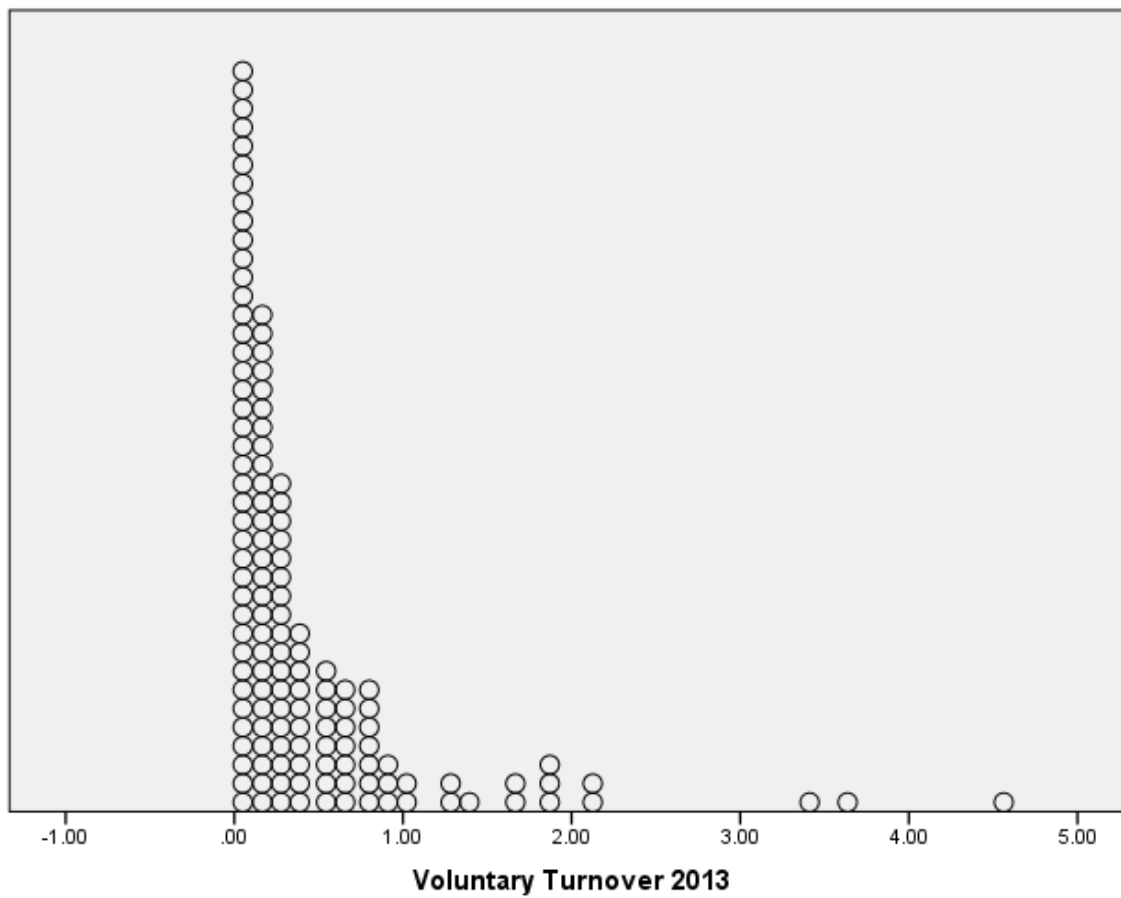


Figure D1. Voluntary turnover 2013.

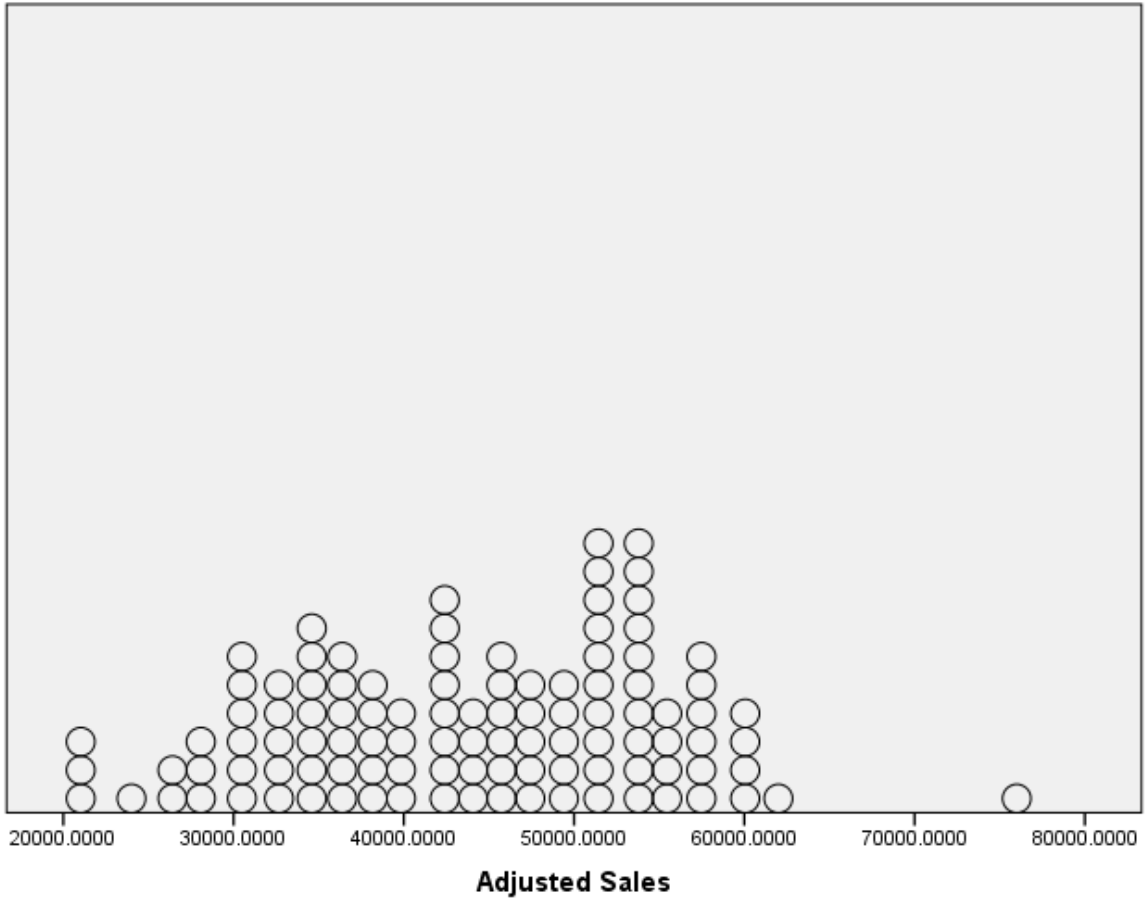


Figure D2. Adjusted sales.

Appendix E

HPRM Practices/SOCB Survey: Online Version

Q1 **Welcome to the High Performance Human Resource Practices Survey!**

Your completion of this survey will promote a better understanding of how the different aspects of Human Resource Management can affect voluntary turnover and productivity in the fast food industry. Please be completely honest in your responses so as to produce accurate results.

Before getting started, there are some formal requirements in conducting this research. The key issues you need to know are:

- This survey is completely voluntary.
- This survey is completely anonymous: there is no identifiable information asked.
- You can choose to stop at any time.
- You can ask questions of me or the Nova Southeastern IRB at any time at the numbers or addresses noted below.

If you wish to further review what the "Informed Consent" for this study includes, please feel free to read the attached consent document containing more detailed information regarding the survey. To take the survey, please check the "I Agree" button below and proceed.

I am grateful for your participation, because without your help I will not be able to finish my dissertation. I would again like to thank you in advance for completing this survey (I'm not allowed to use incomplete surveys), and since no personal information is collected, I will not be able to personally thank you in the future. But if you wish to have the results emailed to you after the study is completed, please feel free to email me and I will be more than happy to do so.

Thanks again,
Martin

Consent form for the research study entitled: The Relationship Between High-Performance Human Resource Management, Organizational Citizenship Behavior, and Unit Performance and Voluntary Turnover In the Fast Food Franchise Industry

IRB Protocol #: 041401

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Human Research Oversight Board (Institutional Review Board or IRB)

Nova Southeastern University

1 (954) 262-5369/Toll free 1 (866) 499-0790

IRB@nsu.nova.edu

- I Agree to take the survey, understanding that it is voluntary, anonymous, and can be terminated at any time.
- I Do Not Agree take the survey

Q2

Human Resource Practices

This portion of the survey is meant to get an idea of **your** thoughts, as a unit operator, on human resource (HR) practices. Although we recognize that fast food stores do not have human resource departments that one would see in a large operation, it is still VERY important for us to get an idea of what **you** think about HR practices in your store: YOUR PROFESSIONAL OPINIONS COUNT!

Q3 Are you a company owned store or franchise?

 Company owned store Franchise

Q4 What is the name of the company you are affiliated with?

Q6 Store-specific Questions

Please answer the following to the best of your ability: What is the voluntary turnover in your store over the past three months? Voluntary turnover (those who quit) is calculated as the total turnover minus firings, retirements, deaths, and same-system transfers.

Q7 How many employees, on average, have worked in your store in the past three months?

Q8 What were your average sales per month over the past three months?

Q9 What percentage of your employees are part-time (less than 30 hours)?

_____ %

Q10 What percentage of your employees are seasonal, i.e. summer jobs?

_____ %

Q11 What three months were used to estimate sales and labor costs?

Q12 What were the labor costs for those three months?

Q13

Observed Employee Behaviors: Hourly Employees

Please share data and opinions about three of your hourly employees by answering the following questions. Please answer the following thinking of individuals who (1) **Least** represent the store's interests, (2) Are **average** in representing the store's interests, and (3) **Best** represent the store's interests.

Individual employee data such as age and other demographics can come from employee records or evaluator's knowledge of and relationship with the individual employee. **Again, please note that there will be complete anonymity as to the units that reported as well as the managers that provided their input. Your company will not be privy to any individual responses.**

Q14 Employee Demographic Information

	Employee's age (years)	Employee's prior fast food experience (years)	Average hours per week (estimate)
Highest Performing Employee			
Average Performing Employee			
Lowest Performing Employee			

Q15 Employee Demographic Information

	Employee's gender	Employee's race	Employee's level of education	Employee's marital status
Highest Performing Employee	▼ Male ... Female	▼ Caucasian ... Answer 7	▼ High School ... University	▼ Married ... Single
Average Performing Employee	▼ Male ... Female	▼ Caucasian ... Answer 7	▼ High School ... University	▼ Married ... Single
Lowest Performing Employee	▼ Male ... Female	▼ Caucasian ... Answer 7	▼ High School ... University	▼ Married ... Single

Q16 Please respond to the following statements to the best of your ability.

Observed Behaviors are assessed by evaluator with the following scale for all three employees being evaluated using the drop-down arrow at the right side of each response box.

1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Agree, 7=Strongly Agree

	Highest Performing Employee	Average Performing Employee	Lowest Performing Employee
Attendance at work is above the norm	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Does not take extra breaks	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Obeys company rules and regulations when no one is watching	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Is one of my most conscientious employees	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Believes in giving an honest day's work for an honest day's pay	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree

Always focuses on what's wrong, rather than the positive side	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Tends to make "mountains out of mole hills"	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Always finds fault with what the organization is doing	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Is the classic "sweaky wheel" that always needs greasing	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Attends meetings that are not mandatory but considered important	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Keeps abreast of changes in the organization	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Reads and keeps up with organization announcements, memos, etc.	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Takes steps to prevent problems with other workers	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Is mindful of how his/her behavior affects other people's jobs	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Does not abuse the rights of others	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Tries to avoid creating problems for coworkers	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Considers the impact of his/her actions on coworkers	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Helps others who have been absent	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Helps others who have heavy work loads	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Helps orient new people even though it is not required	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Willingly helps others	▼ Strongly Disagree	▼ Strongly Disagree	▼ Strongly Disagree

who have work related problems	... Strongly Agree	... Strongly Agree	... Strongly Agree
Is always ready to lend a helping hand to those around him/her	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Follows up in a timely manner to customer requests and problems	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree
Regardless of circumstances, is exceptionally courteous and respectful to customers	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree	▼ Strongly Disagree ... Strongly Agree

Q17

Thank you very much for your time and thoughts. With your help, we hope to offer unit managers helpful ideas for reducing voluntary turnover and increasing productivity. Since this survey is anonymous, I can't thank you in the future, so thank you now!

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