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The Effects of Attributional Style on Job Satisfaction, Job Performance, and Turnover Intention: The Case of Hotel Employees

Atfetme Stilllerinin İş Tatmini, İş Performansı ve İşten Ayrılma Niyetleri Üzerindeki Etkisi: Otel İşletmesi Çalışanları Örneği

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ABSTRACT

Employees' assessment of success and failure situations and arguments affects their behavior and work outcomes at work. Individuals use two attribution styles, positive and negative, in these evaluations. The purpose of the study is to examine the effects of attribution styles on job satisfaction, job performance, and turnover intention among five-star hotel business employees in Belek/Antalya, Turkey. Data is collected using a questionnaire, and 249 applicable questionnaires are gathered at the end of the study. According to the results of SEM analysis, a positive attributional style positively affects job satisfaction and job performance, but a significant effect on turnover intention could not be determined. On the other hand, a negative attributional style has no effect on job satisfaction, job performance, and turnover intention.

ÖZ

İşgörenlerin karşılaştıkları başarı ve başarısızlık durumlarını değerlendirmeleri ve bunları açıklamakta kullandıkları argümanlar, onların iş yerindeki davranışlarını ve iş çıktılarını etkilemektedir. Bireyler bu değerlendirmelerde pozitif ve negatif olmak üzere iki atfetme stili kullanmaktadırlar. Bu çalışmanın amacı atfetme stillerinin, işgörenlerin iş tatmini, iş performansı ve işten ayrılma niyetine etkilerini incelemektir. Çalışmanın örnekleme Antalya Belek'teki beş yıldızlı otel çalışanları oluşturmaktadır. Veriler anket yöntemiyle toplanmıştır ve çalışma sonunda toplam 249 kullanılabilir anket elde edilmiştir. Yapılan SEM analizi sonuçlarına göre; pozitif atfetme stiline iş tatmini ve iş performansını pozitif etkilediği tespit edilmiştir. İşten ayrılma niyeti üzerine ise anlamlı bir etkisi tespit edilememiştir. Negatif atfetme stiline iş tatmini, iş performansı ve işten ayrılma niyetini etkilemediği tespit edilmiştir.

1. Introduction

The concept of attribution is related to the process of understanding the reasons for the behavior of individuals or other people. It is a conventional way of explaining the causes of positive and negative events in individuals' lives (Peterson & Steen, 2002). The impulse of people to understand events or to make sense of what they experience

is expressed as a force that motivates them (Weiner, 1985). The process of attribution is important for people to understand their own behaviors as well as to evaluate other human behaviors and understand or interpret individual perceived events. The theory of attribution systematically evaluates the reasons of people's behavior by generalizing how individuals reach various results (Heider, 1958). The styles of attribution of individuals have a significant effect

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on their future behavior (Ciarrochi et al., 2007). For example, a positive attribution style is related to individuals' experiences protecting them from depression (Needles & Abramson, 1990), while the negative attribution style is associated with a variety of negative social and emotional consequences such as depression, loneliness, and social anxiety (Gladstone & Kaslow, 1995; Peterson & Seligman, 1984; Crick & Ladd, 1993).

In recent years, researchers in the field of organizational behavior focused their studies on how attribution styles affect the behaviors of individuals within the organization. For example, Proudfoot et al. (2001) investigated the relationship between positive and negative attribution styles and intrinsic motivation, turnover intention, learned resourcefulness, and psychological strain by developing a professional attribution scale for the financial services sector. Xenikou et al. (1997) investigated the effects of attribution styles related to positive and negative events on job motivation among 116 employees from businesses in different sectors. Mark and Smith (2012) investigated the relationship between attribution styles and anxiety, depression, and job satisfaction among university staff. Although the effects of attribution styles on the work outcomes of employees were studied in different sectors, such as finance, health, education, and insurance, no study was found on hotel employees in the tourism industry.

The purpose of this study, which was formed on the basis of the opinions expressed above, is to investigate the relationship between job satisfaction, turnover intention, and job performance and the attribution styles of five-star hotel employees in Belek/Antalya, Turkey. Previous research have not studied attribution styles, job satisfaction, job performance, and turnover intention together. In addition, studies investigating the effects of attribution styles on job satisfaction, job performance, and turnover intention in the hotel business in Turkey are lacking. The findings demonstrate the importance of study.

For these reasons, an investigation on the relationship between attribution styles and job satisfaction, job intention, and job performance can guide managers, employees, and researchers. Furthermore, we believe that the study will significantly contribute to the tourism literature.

2. Attributional Styles

The first systematic analysis of the concept of attribution was made by Heider (1958). He stated that the outcome of an action depends on two factors as the most basic attributional distinction, namely, individual and environmental factors. For this reason, attributional style initially consists of two dimensions: internal and external. The internal dimension is about the person's attributions to his/her experiences and efforts for success or failure, and the external dimension is related to the person attributing the successes or failures to the conditions other than himself. Later, based on Heider's work, Weiner et al. (1971) highlighted four determinants of the assignment: perceived effort, ability, luck, and task difficulty. They showed four dimensions: one axis internal and external locus of control and the other axis on a 2 x 2 matrix with stable and unstable stability.

Perceived effort: Success and failure depend on internal reasons and are temporary.

Ability: Success and failure depend on internal reasons and are continuous.

Luck: Success and failure depend on external reasons and are temporary.

Task difficulty: Success and failure depend on external reasons and are continuous (Weiner et al., 1971).

Then two more dimensions are added to the processes in theory: controllability and intentionality. Controllability refers to the fact that the cause of success or failure can be controlled by the person, while intentionality refers to when success or failure cannot be controlled by the person. For example, while the effort spent on a job carries a controllable nature, the difficulty of the job is uncontrollable (Weiner, 2000). The concept of attribution was later reformed by Abramson et al. (1978) as a model of learned helplessness and defined it as a way of explaining positive or negative events in people's lives. According to Abramson et al. (1978), the emergence of learned helplessness in the individual depends on how the individual explains his/her behavior and the causes of the results. The reasons that individuals use to explain certain events are discussed in three dimensions: stable or unstable, global or specific, and internal or external. While the internal dimension represents a reason for the person himself, the external dimension represents a reason for the situation and conditions. The reason is that a factor that continues over time points to a stable dimension and to a temporary variable that is unstable. Finally, if the cause can affect a number of results, the global size only refers to the specific size if it is limited to the particular event (Abramson et al., 1978; Peterson & Seligman, 1984).

One of the most widely used measures in the literature is the Attributional Style Questionnaire, developed by Peterson et al. (1982). In this measure, the participants are presented with 12 events, half of which are good and half are bad. The causes of these bad and good events are measured using internal (versus external), stable (versus unstable), and global (versus specific) factors. The Occupational Attributional Style Questionnaire developed by Furnham et al. (1992) is used to measure occupational attribution styles.

2.1. Attributional Styles and Job Satisfaction

Job satisfaction is the positive emotional reaction of the individual to a particular job (Baş & Ardiç, 2002). It is a satisfaction that occurs when the characteristics of an individual's work bear the qualities that are important to him (Fisher, 2001). Individuals who are satisfied with their jobs love their jobs and bring it to the center of their lives (Spector, 1997). Many studies have shown the effect of occupational attribution styles on job satisfaction. In a number of studies conducted by Furnham and his colleagues, they found a significant relationship between some dimensions of occupational attribution styles for positive and negative events and job satisfaction (Furnham et al., 1992, 1994). Martin et al. (2000) and Welbourne et al. (2007) found that individuals who have a pessimistic (negative) attribution style have lower job satisfaction. Hui et al. (2012) examined the relationship between attribution style for bad events and disengagement and engagement

responses in a sample of Chinese employees in Hong Kong. They found a relationship between the stability and globality dimensions of attribution and disengagement responses (such as quitting and being neglectful at work) and the lack of engagement responses (such as voicing suggestions and being loyal to the organization).

Kwan and Wong (2014) examined the relationship between attributional style and destructive responses to job dissatisfaction in their study of immigrant workers in China. According to their study, internality of bad events and destructive responses to job dissatisfaction were negatively related, and the stability and globality of bad events and destructive responses to job dissatisfaction were positively related. According to another study, the attribution of salespeople toward positive results in the workplace increased job satisfaction (Silvester et al., 2003). The following hypothesis was developed in response to these studies.

H_{1a}: Positive attributional style affects job satisfaction positively.

H_{1b}: Negative attributional style affects job satisfaction negatively.

2.2. Attributional Styles and Job Performance

Job performance is defined as a set of behaviors that an employee performs to achieve the goals set by the business for himself (Motowidlo & Van Scotter, 1994). It is whether the employee is doing his/her job well.

The high level of service quality perceived by the customers of the accommodation establishments enables repurchase, increases occupancy rates, and thus improves the opportunities they provide to their employees. Providing high-quality services is possible with the high performance of employees. At the same time, having a high-performance employee plays an important role in achieving business goals. According to the literature, the gender, age, and experience of employees as well as inter-employee relations affect job performance (Lee & Alvares, 1977; Schmidt et al., 1986; Antonioni & Park, 2001).

Not a lot of studies examine the relationship between attribution styles and job performance in literature. In addition, no study on the subject in the tourism industry has been conducted. Seligman and Schulman (1986) concluded that employees with a negative attribution style had lower productivity than employees with a positive attribution style. In their study of university students, Peterson and Barret (1987) found that students who describe undesirable academic events for internal, continuous, and general reasons were lower than students who describe them for external, temporary, and special reasons. Seligman et al. (1990) in their study on two different university swimming team athletes noted that individuals with a negative attribution style exhibited low performance. Houston (1994) found that a relationship exists between attribution styles and academic performance. In their study on sales staff, Corr and Gray (1995) found that positive attribution style increases sales staff effort and sales performance. Another study (Corr & Gray, 1996) showed a high positive attitude style was more important than a low negative attitude style for successful sales performance. Another study on sales performance (Silvester et al. 2003) found that

more internal control structures for positive outcomes increase sales performance. Proudfoot et al. (2001) found a significant increase in employee productivity after the implementation of a training program aimed at changing attribution styles. The following hypothesis was developed in response to these studies:

H_{2a}: Positive attributional style affects job performance positively.

H_{2b}: Negative attributional style affects job performance negatively.

2.3. Attributional Styles and Turnover Intention

Turnover intention is a conscious decision to leave the organization (Tett & Meyer, 1993). A strong relationship exists between turnover intention and turnover behavior (Schwepker, 2001). One of the most important problems of the accommodation industry is high turnover rate. Leaving jobs in accommodation establishments increases labor employment costs and increases the cost of leaving skilled employees. In addition, there are negative effects such as lack of morale and decrease in commitment to the other staff in the establishment (Nadiri & Tanova, 2010). The elimination of these negatives is important in terms of both operating costs and the continuity of the organizational climate.

Based on the result of the literature review, the number of studies examining the relationship between attribution and turnover intention is limited. Seligman and Schulman (1986) found that a negative attribution style reduced the success and continuity of the employees, decreased their performance, and increased their willingness to leave the job. Proudfoot et al. (2001) found that a negative relationship exists between a positive attribution style and the intention to leave work. Hui et al. (2012), in their studies on Chinese employees, found that attribution styles (stability and globality dimensions) for bad events cause disengagement responses such as quitting and being neglectful at work. We have developed the following hypotheses by predicting that positive attribution styles will decrease the intention to leave and negative attribution styles will increase the intention to leave:

H_{3a}: Positive attribution style affects turnover intention negatively.

H_{3b}: Negative attribution style affects turnover intention positively.

3. Research Methodology

3.1. Sampling and Data Collection

The research sample comprises five-star hotel business employees working in Belek/Antalya, Turkey. Forty-three five-star hotels are operating in Belek (Betuyab, 2017). The bed capacity of the hotel businesses is about 36.269, according to the information on their websites. Ağaoğlu (1992) stated that there are 0.59 personnel per bed in five-star hotels. In this context, the number of hotel employees in Belek is approximately 21.398. A sample was determined using convenience sampling method. Altunışık et al. (2012) stated that anyone who was willing to respond to the questionnaires with convenience sampling method was included in the survey.

According to Tavşancıl (2002), the questionnaires should be applied to 5–10 times as many people for each variable used. The sample size for the 43 variables used in the research was 215 (43 x 5). The number of questionnaires was 500, considering the formula. In this regard, permission was taken primarily from the human resources departments of the hotel businesses for the implementation of the questionnaires. Five hundred surveys were distributed to the hotel employees of 17 hotel businesses who volunteered to participate in the research. A total of 262 questionnaires were collected back by visiting the hotel businesses again between 2 and 15 days. The rate of return of the questionnaires was 52.4%. This result was acceptable (a return rate of 20% and above) (Forza, 2002). However, 13 of the questionnaires were not included in the analysis because they were incorrect and incomplete. A total of 249 questionnaires were analyzed. Between May and October 2017, the questionnaires were given to all employees who were seasonal and full-time.

Participants' information were as follows: 55% were male, and 45% were female. Almost half (45%) were aged 25 and below, 44% were between 26 and 35, 7% were between 36 and 45, and 4% were 46 years and older. Meanwhile, 65% were married, and 35% were single. Majority of the participants (38%) were high school graduates, followed by associate degree graduates (24%), undergraduates (22%), primary education graduates (10%), and postgraduates (6%). In terms of the period of employment of the participants in their current business, 47% have been working for less than a year, 45% between 1 and 5 years, and 8% 6 years and more. Meanwhile, 40% of the participants have been in the tourism sector between 1 and 5 years, 28% for less than a year, 22% between 6 and 10 years, and 10% for 10 years and more. About 35% work in the front office, 27% are in service, 15% are in housekeeping, 14% are in kitchen, and 9% are in other departments.

3.2. Scales

In the research survey, four different scales were used to measure attribution style, job performance, job satisfaction, and turnover intention.

To measure attribution style, the Occupational Attributional Style Questionnaire (OASQ) developed by Furnham et al. (1992) was used. The participants were given three positive and three negative scenarios related to their work. The positive scenarios are as follows: (1) imagine that you have been promoted or you got the job you have wanted for a long time, (2) imagine that you have solved an important or big problem in the workplace, and (3) imagine that you get a special reward for your performance in the workplace. The negative scenarios are (1) imagine that you are not being hired after a job interview, (2) imagine that your supervisor/manager is constantly aggressive at work, and (3) imagine that you cannot do what you are expected to do. In these cases, the tendency of the individuals to attribute five dimensions (internality, stability, globality, externality, and controllability) was measured. For the questionnaire, a five-point Likert scale was used. For each dimension, the expressions in the scale varied. For example, for the dimension of internality, "5 = This situation is completely related to me" and "1 = This situation is not related to me."

Positive attribution scale confidence was found to be Cronbach's alpha = 0.84, and the negative attribution scale confidence was found to be Cronbach's alpha = 0.73. The scale was translated into Turkish by the researchers. The translation was based on a method proposed by Brislin et al. (1973). This method provides a model consisting of the translation into the target language, the evaluation of the translation into the target language, the translation back to the source language, the evaluation of the translation into the source language, and the final evaluation stages with the experts. Academic experts evaluated the final version of the scale.

The job satisfaction scale was measured with six statements from Babin and Boles (1996). Some examples of the statements are (1) I dislike my work, (2) I usually do my work with enthusiasm, and (3) I usually get bored doing my work. For the questionnaire, a five-point Likert scale was used (1 = Do not agree, 5 = Agree completely). The scale confidence was found to be Cronbach's alpha = 0.86. The Turkish of the scale is taken from the study of Kale (2015).

The job performance scale taken from Sigler and Pearson (2000) and consisting of four statements was used, for example, (1) When I encounter a problem, I produce solutions in the fastest way; and (2) I mostly reach my business goals). For the questionnaire, a five-point Likert scale was used (1 = Do not agree, 5 = Agree completely). The scale confidence was found to be Cronbach's alpha = 0.88. The Turkish version of the scale is taken from the study of Kale (2015).

In the measurement of turnover intention, the studies of Wayne et al. (1997) were utilized. Turnover intention was measured using three items, including "I'm seriously thinking of leaving my job," "I will leave this job as soon as I get a better job," and "I often think of leaving this job." For the questionnaire, a five-point Likert scale was used (1 = Do not agree, 5 = Agree completely). The scale confidence was found to be Cronbach's alpha = 0.91. The Turkish version of the scale is taken from the study of Küçükusta (2007). As the reliability coefficients of the scales were over 0.70, reliability was accepted for all scales (Nunnally, 1978).

To determine the content validity of the measure before the implementation of the questionnaires, four volunteer experts conducted an understandable and linguistic assessment. Ten employees interviewed face-to-face were tested for the clarity of the statements, and the statements that were not understood as a result of the interview were corrected. Fifty employees were pretested.

3.3. Data Analysis

Frequency analyses were used to analyze the information of the participants and establishments. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used to create the dimensions of the scale, and CFA was used to create an overall measurement model. Structural equation modeling was used to examine the relationships among the variables.

4. Results

To test the validity of the scales, firstly, EFA and DFA were performed on the scales separately. Afterward, convergent

and discriminant validity were analyzed by forming the overall measurement model. Finally, the SEM model was developed to test the hypotheses.

4.1. Individual Measurement Model

To determine the dimensions of the attribution scale, EFA with varimax rotation was employed for 10 variables by principal components analysis. Three variables (positive externality, negative externality, and negative controllability) with a low loading value were excluded from the scale. As a result of factor analysis, two dimensions emerged as positive and negative attribution. The two factors accounted for 70.82% of the total variance. The KMO test for sampling adequacy was 70%, and Bartlett's test was found to be significant ($\chi^2 = 487,800$; $SD = 15$; $p < 0.0001$). The first factor gathered from the analysis consisted of four statements about attributional tendencies toward positive events. This factor has an eigenvalue of 2.46 and accounts for 41.12% of the total variance. The second factor comprises the three statements related to the negative events. This factor has an eigenvalue of 1.78 and accounts for 29.69% of the total variance. After the exploratory factor analysis, the attributional scale was subjected to two-dimensional confirmatory factor analysis. The goodness-of-fit values of CFA are at acceptable levels ($\chi^2 = 16.672$, $df = 8$, $\chi^2/df = 2.084$, $CFI = 0.98$, $GFI = 0.98$, $RMSEA = 0.06$).

The job satisfaction scale was subjected to EFA and CFA. In EFA, six variables of the scale were gathered under one factor. However, since the explained variance was low, the one variable that had consecutively the lowest factor loadings (S5) were extracted from the scale. Because of the latest factor analysis, total variance became 56.6%. The KMO test for sampling adequacy was 80%, and the Bartlett's test was found to be significant ($\chi^2 = 672,239$; $SD = 15$; $p < 0.0001$). After CFA, the scale with five variables was concluded to have better goodness-of-fit values than the scale with six variables ($\chi^2 = 11.224$, $df = 4$, $\chi^2/df = 2.806$, $CFI = 0.99$, $GFI = 0.98$, $RMSEA = 0.09$).

EFA and CFA were also employed for the job performance scale. In EFA, four variables of the scale were gathered under one factor. Explained total variance was 73.4%. The KMO test for sampling adequacy was 74%, and the Bartlett's test was found to be significant ($\chi^2 = 855,484$; $SD = 21$; $p < 0.0001$). CFA analysis was not calculated because the number of variables was low.

The turnover intention scale was subjected to EFA and CFA. In EFA, three variables of the scale were gathered under one factor. Explained total variance was 85.4%. KMO test for sampling adequacy was 72%, and the Bartlett's test was found to be significant ($\chi^2 = 587,879$; $SD = 3$; $p < 0.0001$). CFA analysis was not calculated because the number of variables was low.

4.2. Overall Measurement Model

CFA was conducted on positive attribution, negative attribution, job satisfaction, job performance, and turnover intention. The fit indices of the model ($\chi^2 = 320.617$, $df = 120$, $\chi^2/df = 2.672$, $CFI = 0.92$, $GFI = 0.90$, $RMSEA = 0.08$) were at good and acceptable levels. The standardized regression coefficients of each of the observed variables

were found to be greater than 0.50 (Bagozzi & Yi, 1988: 82), and the t values were between 3,435 and 10,242 ($p < 0.001$; $t > 1.96$) (Schumacker & Lomax, 2004).

In the light of the data gathered from EFA and CFA, the values of composite reliability (CR), average variance extracted (AVE), and maximum shared variance (MSV) were calculated, as seen in Table 1. Furthermore, the results of correlation analysis and the mean and standard deviation of each variable were found. Accordingly, validity tests of the study were done. The AVE for convergent validity should be greater than 0.5, and the CR should be greater than AVE. The discriminant validity should be greater than the correlation of the square root of the calculated AVE value for each structure with each other, and the MSV values should be less than the AVE values (Fornell & Larcker, 1981; Hair et al., 2010). The AVE values in the study were between 0.51 and 0.79 and were greater than 0.50, and the square root of the AVE values of each structure was greater than its correlation with other structures. Besides, the AVE values were greater than MSV values, and the CR values were greater than the AVE values. According to these results, convergent and discriminant validity were ensured.

Table 1. Means, Standard Deviation, and Values of Validity

	Mean	Std. D.	AVE	CR	MSV
1- Positive attribution	3.89	0.87	0.647	0.846	0.125
2- Negative attribution	3.06	0.82	0.511	0.738	0.093
3- Job satisfaction	3.50	1.04	0.542	0.853	0.133
4- Job Performance	3.89	0.90	0.651	0.882	0.219
5- Turnover intention	2.89	1.04	0.789	0.918	0.219

Notes: The square roots of the AVE values are indicated diagonally and are in bold.

Table 2. Correlations

	1	2	3	4	5
1- Positive attribution	1				
2- Negative attribution	0.135*	1			
3- Job satisfaction	0.143*	-0.007	1		
4- Job performance	0.271**	0.180**	0.305**	1	
5- Turnover intention	-0.041	0.003	-0.314**	-0.435**	1

Notes: ** $p < .01$, * $p < .05$

4.3. Hypothesis Testing

Path models were created to determine the effects of attribution styles on job satisfaction, job performance, and turnover intention. This model's goodness-of-fit values are between good and acceptable fit limits ($\chi^2 = 320.617$, $df = 120$, $\chi^2/df = 2.672$, $CFI = .93$, $GFI = .88$, $RMSEA = .08$). According to this model, the positive attribution has a positive and significant effect on job satisfaction ($\beta = .458$, $p < .01$), that is, individuals who attribute positive events to themselves have high job satisfaction. H_{1a} is accepted.

Positive attribution has a positive and significant effect on job performance ($\beta = .600$, $p < .01$). Individuals who attribute positive events to themselves have high job performance. H_{2a} is accepted. Positive attribution has a negative effect on the turnover intention, but this effect is not significant ($\beta = -.182$, $p > .05$). In other words, despite the decrease in the turnover intentions of individuals who attribute positive events to themselves, the decrease is not significant. H_{3a} is rejected.

Negative attribution has a very low negative effect on job satisfaction, and this effect is not significant ($\beta = -.052$, $p > .05$). H_{1b} is rejected. In other words, despite the decrease in job satisfaction of individuals who attribute negative events to them, this decrease is not significant.

Contrary to expectations, negative attribution has a positive effect on job performance, not negative, but this effect is not significant ($\beta = .192$, $p > .05$). Individuals taking responsibility for negative events are also increasing their job performance, but this increase is not significant. H_{2b} is rejected. The effect of negative attribution on the intention to quit work is not significant ($\beta = .033$, $p > .05$), and H_{3b} is rejected.

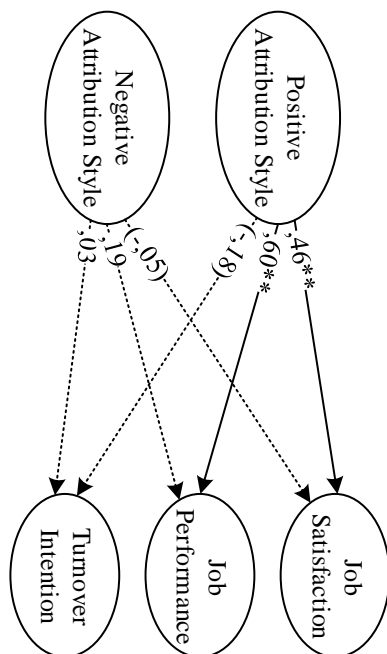


Figure 1. Structural Path Estimates Model

Note: All path estimates are standardized. * $p < .05$., ** $p < .01$.

5. Discussion

Attribution styles for positive or negative events that individuals encounter in the workplace guide in explaining the behavior of employees in the workplace. In this study, we investigated whether the positive and negative attribution styles of hotel employees affect their job satisfaction, job performance, and turnover intention.

In this study, positive attribution styles were measured through the responses of individuals to positive events over four dimensions (internality, stability, globalization, and controllability). According to the results of the study, positive attribution style increases job satisfaction. In other words, the job satisfaction of individuals who load positive meaning to their success is higher. These research results are consistent with previous research (Furnham et al., 1992; Furnham et al., 1994). The job satisfaction of individuals who successfully meet the requirements in the workplace and those who accept their share in these achievements increase. Therefore, improving individuals' perceptions of success is important.

Positive attribution is also associated with job performance. In other words, positive perceptions of individuals on positive events increase their performance. Successful individuals are motivated by these successes, and they are likely to continue their success. In previous studies, the results supporting these findings are obtained (Seligman & Schulman, 1986; Corr & Gray, 1995, 1996; Silvester et al., 2003). At the same time, a previous study has found that the implementation of a training program to change the attribution styles of employees has increased their productivity (Proudfoot et al., 2001). Therefore, how individuals perceive their achievements and what they attribute to their education can be changed by education. The human resources department of the hotel business should provide training support to individuals on this area when necessary.

Contrary to expectations, no relationship exists between positive attribution and turnover intention. In fact, Proudfoot et al. (2001) found a negative relationship between negative attribution and turnover intention. Since different reasons affect turnover in the hotel business (seasonality, lack of salary, housing conditions, etc.), the relationship between attribution styles and turnover intention may not have emerged.

In this study, negative attribution style was measured over three dimensions (internality, stability, and globality) of individuals' responses to negative events. No relationship was found between negative attribution and job satisfaction. This result was a finding contrary to expectations and most studies in the literature. In previous studies (Martin et al., 2000; Welbourne et al., 2007; Hui et al., 2012; Kwan & Wong, 2014), negative attribution style was found to reduce job satisfaction.

Moreover, no relationship was found between negative attribution and job satisfaction. Contrary to this finding, Seligman et al. (1990) found that individuals with negative attribution style had low performance. Similarly, contrary to expectations, no relationship was found between negative attribution and turnover intention. In previous studies

(Seligman & Schulman, 1986; Hui et al., 2012), negative attribution style was found to boost job satisfaction. Although turnover is high in the hotel business, it is significant that styles of attribution do not affect turnover intention. In particular, in hotels with seasonal characteristics, individuals may not have turnover intention in the middle of the term.

5.1. Theoretical and Practical Contributions

This study provides some contributions to hotel businesses and employees. The attribution of individuals to positive and negative events may affect other outcomes in the workplace. This study found that positive attitudes of individuals toward positive events boost job satisfaction and job performance. Therefore, increasing the likelihood of individuals encountering positive events is necessary as much as possible. At the same time, attribution mistakes in individuals should be identified, and training should be provided to correct them.

The results of this study contribute to the tourism and hospitality literature because no previous study is available on the attribution styles. In practical terms, the findings of this study may guide hotel managers and other researchers.

5.2. Limitations

One limitation of this study is that it was conducted in a small sample group. Studies in different sample groups are needed to generalize the results. In the measurement of the attribution styles, some abbreviations were used according to the original scale. A number of scenarios that were 10 on the original scale had been reduced to 6 to suit the hotel business personnel. In addition, in the evaluation of each scenario, only five questions were used instead of nine as in the original scale. The reason for this is to increase the possibility of participants answering the questionnaire. Measuring positive and negative scenarios with the same questions can cause perception mistakes in participants, which is also emphasized in a previous study (Heaven, 1994). As a matter of fact, some dimensions have to be removed from the validity tests. If possible, using or developing a scale to address these shortcomings in future studies may be necessary.

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