UNIVERSITY OF EDUCATION WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

JOB SATISFACTION, ORGANIZATION COMMITMENT AND TURNOVER

INTENTION OF HOTEL EMPLOYEES IN GREATER ACCRA

MARY MAGDALENE MAWUSI AWUKU

2015

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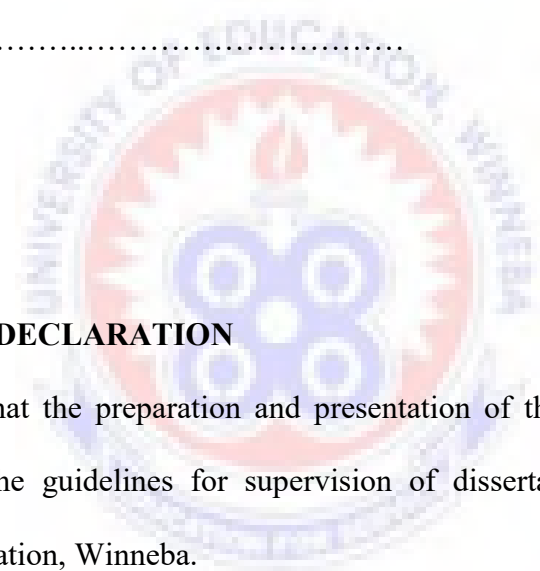
(Catering and Hospitality) degree

DECEMBER, 2015

DECLARATION

STUDENT'S DECLARATION

I, **Mary Magdalene Mawusi Awuku**, hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

SIGNATURE:….………………….………………

DATE:………………...…………………….……

SUPERVISORS' DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: MRS VIDA COMMEY

SIGNATURE:….………………….………………

DATE:………………...…………………………

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DEDICATION

This work is dedicated to God Almighty, Son and Holy Spirit for the strength to enable me complete this study. I would also like to dedicate to my friends (Agnes Twumasi and Makafui Segbedzi) for their support and encouragement which has brought me this far. Final also like to dedicate this to my parents and siblings for their understanding and unconditional love despite having to partially cast aside my motherly duties in order to complete this study. I love you all and God richly bless you.

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ABSTRACT

The issues of job satisfaction, organizational commitment and turnover intention of hotel employees is very important for hospitality industry. The progress and development of the hospitality industry to a great extend depend on the retention of the employees. There is therefore a significant relationship between staff job welfare issues and job expansion. The objectives of the study sought among others to examine, identify and devise strategies to enhance job satisfaction related issues. The main data collection instrument used was questionnaire. Among the issues considered were the demographic, job satisfaction, organizational commitment and turnover intention. 250 respondents were sampled in total participation to the research study. Convenience sampling was utilised in selecting respondents. The results from the research shows significant relationship between job satisfaction, organisation commitment and turnover intention. The results demonstrated the importance of understanding the turnover intention among hotel staff in order to improve organisational career growth. It is recommended that management to establish good and effective retention strategies that would power employees through attending workshops, conferences and other forms of training to boost their capabilities and performance.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The hospitality industry is part of a vast enterprise known as the travel and tourism industry. This service industry is made up of lodging, event planning, theme parks, transportation, cruise line, and other auxiliary products. The hospitality industry is a multi-billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or an amusement park provides multiple services such as facility maintenance, direct operations like servers, housekeepers, porters, kitchen staff, bartenders, etc., management, marketing, and human resources. The major goal of the hospitality and tourism industry is to provide services and products which are necessary, courteous and efficient to the satisfaction of its customer. (Kasavana and Brooks, 2005). The hospitality and tourism industry has a two-fold purpose that is to satisfy the physical and psychological needs of customers. The industry achieves this by providing good products like meal and accommodation, and other good auxiliary services, at the disposal of its customers. It is such that service is both the mission and the product of the hospitality and tourism industry.

Ghanaians are well known for their pride and warm hospitality, yet, sadly this is not reflected in the prevailing hospitality and tourism industry across the country today. The vast majority of hotels, restaurants, fast foods, pubs and event centers fail to provide a consistent quality service that the industry demands. This is a well-documented fact and the government, hospitality and tourism service providers across the country are all aware of the need to set and improve service standards. This general lack of international

service standards can only be realistically addressed by effectively providing job satisfaction which can lead to employee commitment and a good organizational behaviour, across a wide spectrum of roles, in particular within the hospitality and tourism service sector.

Currently hospitality and tourism service providers are trying to overcome the challenge by conducting in-house training, which is clearly not working by the evidence of the current standards. Another strategy is to import professional staff from abroad (poaching), which is a practice many hotels employ for the management positions on a general and departmental level. However, this short-term strategy is not sustainable; as it is extremely expensive, it does not breed a local culture of excellence and management know how, although at present it is necessary. Some hotels actually poach staff from other existing hotels to resolve the issue internally by paying higher wages; however, this strategy simply causes additional challenges, worsens the situation and offers no solution.

There are already over 1,300 established hotels of various star ratings in Ghana and many more are reported to be opening in 2012-2015. Hence, the need for qualified personnel will become even greater in the next decade. There is a real tangible solution that does not just touch the edges of the problem, but creates a completely sustainable path to an excellent hospitality and tourism industry in Ghana. (Ghana Tourism Authority, 2013).

Attitudes of employees and their job satisfaction have become the very issue of any business. Job satisfaction is considered to be a highly important subject of organizational studies in organizational behaviour (OB); job satisfaction is a common topic in hospitality and tourism studies. Some studies focus on demographic

characteristic, while others deal with the behavioural aspect such as absenteeism and turnover. According to Robbins (1996), job satisfaction is one of the dominant work values in today's workforce. It is also one of the main organizational attitudes of organizational behaviour.

In organizational behaviour, the study of job satisfaction is important because of the decisions employees make about staying or leaving a firm, and the impact of this on employee performance. Furthermore, job satisfaction influences both customer satisfaction and service quality in general. It is believed that productivity, absenteeism, turnover, and job satisfaction are important issues of organizational behaviour studies.

Satisfaction measurement has always been a challenge facing work psychologists. In most methods, there has always been a gap between what real satisfaction is, and what is measured as satisfaction. Only a few turnover studies have been so far carried out in the hospitality and tourism sector, despite reporting high levels of turnover every year.

1.2 Problem Statement

High levels of staff turnover in an organization may compromise the quality and high standards of customer service, and may impact on the organization loosing loyal customers, revenue and long term sustainability (Tracy and Hinkin, 2008). Once the well-established staff leave a company it may not only increase the workload of the remaining staff members of the company, but would be difficult for the organization to gain the same highest levels of service from the newly hired staff as they would still be in a period of learning their job, and other key tasks and responsibilities associated with the job. Moreover, when employees leave on a regular basis it creates extra workload for the remaining staff and as a result they could become depressed with work and not be able to

deliver their best on the job. This may further increase the problem and may also result in staff getting absent from work regularly and their good health diminishing. Ghana is a developing country with a Gross Domestic Product of 4.2% for the year 2016, estimated by the Ministry of finance and economic planning. The Ghanaian economy is endowed with natural and mineral resources such as oil, natural gas, gold, diamonds, aluminium, uranium, cocoa among others. International business investors are rising year on year and the Tourism Authority has expressed the interest to invest in the leisure sector (Ministry of finance, 2016).

One very pertinent problem in the hotel industry in Ghana is the general lack of skilled personnel in various positions at our hotels. Although the relatively bigger hotels employ highly trained and skilled personnel in management, marketing, food and beverage etc. to take care of the operations of these hotels, the very small ones usually pay less attention to this detail. This affects them as interpersonal relationships with guests as well as technical know-how for marketing and general management becomes a problem. In the end, avoidable mistakes are made and this hampers the growth of the individual hotels and in the long term, the development of the entire industry.

Another problem facing the hotel industry in Ghana is poor infrastructure and lack of proper maintenance. Maintenance is Africa's biggest problem when it comes to Hotels. We are always very good at starting projects, building exquisite structures and setting up brands and businesses. However, the poor maintenance culture that exists in Africa and specifically Ghana hampers the growth of the hotel industry. After great starts, the maintenance of infrastructure becomes a problem and makes it difficult for the industry

to grow, as more investors are then afraid to put in more money and a lot of money is also spent on repairing or reconstruction

Most tourism organizations also face negative financial implications as a result of high levels of staff turnover. The costs associated with replacing staff can be classified into hard costs, soft costs, and opportunity costs. Hard costs are costs such as money spent on advertisements, recruitment agencies etc., which have a direct impact on the organization. Other elements such as the time it takes to interview new recruits, and time spent on other interviews will not be shown in company account statements as they are regarded as soft costs. Opportunity costs such as missed customers and market shares usually go unmeasured but can still be substantial and may lower company profitability and competitor advantage of the organization. The situation is enticing any organization that wants to operate in this industry since these high turnover rates have high cost implications. The importance of this study is to investigate the gap with job satisfaction, organizational commitment and turnover on hotel employees in Greater Accra. With these factors known; managers would be able to put measures in place to minimize the effects of turnover in the hospitality and tourism industry.

1.3   Research Objectives

The research objectives for the study are to:

1. examine job satisfaction, organisation commitment and turnover intention issues of hotel employees.
2. identify the factors that affect employees job satisfaction and other related issues.
3. devise strategies to enhance job satisfaction, organisation commitment and turnover intentions of hotel employees.

1.4   Research Questions

1. What are the issues of job satisfaction and others of hotel employees?

2. What factors account for lack of job satisfaction and other issues of hotel employees?

3. What strategies can be devised to improve the employees issues?

1.5   Significance of the Study

- This study is expected to add to the body of knowledge on the subject of employee turnover, job satisfaction and organizational commitment. It shall also form the basis of further research in the field of employee turnover in other sectors of the economy. The models proposed in the study would be useful in the predictions of turnover for the purpose of employee planning.

- Specifically, this study aims to contribute to the debate on the topic of job satisfaction. The final section of the paper will explain the contribution that the proposed method makes to address the majority of problems that still seem to exist in the methods usually used to measure job satisfaction.

- The output of this study would assist management in better understanding the demographic characteristics of employees who are more likely to leave. This would allow management to put in place sound retention strategies to retain these employees.

1.6   Organization of the Study

The study was organized into five chapters. Chapter one deals with the introduction. It deals with the background to the study, statement of the problem, objectives of the study, research questions, it also examined the significance of the study. Chapter two also reviewed the related literature on the concept of job satisfaction, organization commitment and turnover intention. Chapter three discusses the methodology of the study. This is divided into research design, target population, sampling technique and sample size, data collection instrument, questionnaires, pilot study, ethical issues, data collection procedure and data analysis. Chapter four is a detailed analysis, discussion and presentation of the data collected and the discussion of the results and findings. Finally, chapter five presents the summary of findings, conclusion, recommendations and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter is devoted to a review of literature concerned with the problem under investigation. It begins with a brief insight into the theory underlying the problem of turnover and the conceptual framework proposed for the study. It continues with an insight into employee turnover to bring into focus the subject matter of the study. It also outlines human resource strategies that can be adopted to mitigate employee turnover.

2.2   Empirical Review of Literature

2.2.1   Turnover Intention

Turnover behaviour provides an indication of employees' voluntary movement across the boundaries of an organisation. Coetzee and Mensele (2014), define voluntary turnover as the situation where a competent and capable employee decides to terminate his or her employment with their current employer to work for another organisation. The concept of voluntary turnover focuses on predicting the ease with which an employee could leave an organisation, including understanding the reasons that drive the employee's desire to do so. According to Mallol, Holtom, and Lee (2007), traditional models of turnover still understate the construct of voluntary turnover by suggesting that people become dissatisfied, search for alternatives, compare their options with the current job, and then leave if the alternative is perceived as an improvement to the current situation.

Bester, Roodt, and Bosch (2012), is of the opinion the concept of turnover intention is seldom clearly defined in reported studies, attributing this to the assumption that people perceive the term as self-explanatory. Bester, Roodt, and Bosch (2012), further states turnover intention is viewed as the final step in the decision-making process before the employee makes the final decision to leave his or her workplace. Bothma and Roodt (2013), subsequently describe turnover intention as an individual's behavioural intention to leave the employ of the organisation. Lacity, Rudramuniyaiah, and Iyer (2008), define turnover intention as the degree to which an employee is planning to leave an organisation.

According to Mossholder, Settoon, and Henagan (2005), turnover intention signifies the employee's decision to leave an organisation despite being offered the opportunity to stay. This multi-staged decision making process includes attitudinal, decisional and behavioural components (Martin & Roodt, 2008), and is considered the last sequence of withdrawal cognitions in the turnover process. Perez (2008), is of the opinion that turnover intention (the intention to stay or leave) signifies the probability an employee will quit his or her job in the foreseeable future. Although turnover intention may subsequently lead to actual turnover behaviour, Chang, Wang, and Huang (2013), emphasise employee's intention to leave represents an important outcome variable.

Turnover intention is, however, not a definite and is often accompanied by job search behaviour, according to Takawira, Coetzee, and Schreuder (2014). Employees with turnover intentions tend to render a lower level of service which can negatively impact organization effectiveness. Research conducted by Bothma and Roodt (2013), highlighted intention to leave an organisation as one of the indicators of turnover. From

an organization viewpoint, an increase in turnover can lead to an increase in operational costs associated with the recruitment, selection, training or employment of temporary staff (Morrell, Loan-Clarke, & Wilkinson, 2004).

As employees are viewed as key assets impacting organization performance and contributing to ensuring competitive advantage, organisations need to take proactive measures in an attempt to retain their employees. According to Balakrishnan, Masthan, and Chandra (2013), employee retention refers to an organisation's ability to retain their employees and involves the taking of measures to encourage employees to remain with an organisation for an extended period of time. With retention becoming an increasing concern for organisations, it is of vital importance for organisations to understand the factors driving employees' intentions to stay or leave an organisation.

Understanding the determinants of employee turnover is of significance to both the employee (thinking about leaving the organisation) and the manager (potentially faced with a lack of continuity and high replacement costs associated with recruitment, induction, training, etc.). McCarthy, Tyrrell, and Lehane (2007), highlighted an employee's intentions are considered the most crucial determinants of actual behaviour. Although the employee's intentions are accurate indicators of subsequent behaviour, the reasons for these intentions are often unknown. It is, therefore, imperative for organisations to determine the causes or drivers of employee turnover intentions and apply effective human resource practices and work system design to ensure effective control of turnover, according to (Igbaria & Siegel, 1992).

2.2.1.1 Turnover Intention and Demographic Characteristic

Emiroğlu, Akova, and Tanrıverdi (2015), examined the relationship between employee turnover and demographic variables in the hotel industry in Istanbul. The study was conducted in the various departments of five-star hotels in Istanbul and with a total of 297 hotel managers and staff from different ranks. The demographic variables considered for the study were age, gender, marital status, and education. The authors found a significant relationship between gender and turnover intention. It was also found out that females had a higher turnover intention compared to males. The authors also found a significant relationship between marital status and turnover intention. The results also revealed that single employees had a higher turnover intention compared to married employees. The authors also found a significant relationship between age and turnover intention. According to the results the turnover intention decreases with increase in age group hence younger employees within the age group of 18 to 25 years had the highest turnover intention.

Emiroğlu, Akova, and Tanrıverdi (2015), also found education to have a significant relationship with turnover intention. According to the authors employees who have lower levels of education such as primary school, secondary school, high school have lower turnover intention compared to people who have higher levels of education such as university and higher. The authors study also found a significant relationship between tenure and turnover intention. According to the findings turnover intention decreases with increasing tenure. Emiroğlu, Akova, and Tanrıverdi (2015), also found a significant relationship between turnover intention and wage. According to the findings, turnover intention decreases with increasing wage. The authors also found a significant

relationship between turnover intention and department. The authors assert that the staff working front office, food and beverage and kitchen had a higher turnover intention than those working in other departments. It was concluded that particularly the staff working in the front line (especially in front desk and food and beverage) had a higher turnover intention than those working in the back of the office (human resources, accounting, purchasing). Furthermore, it was found from their study that the kitchen staff in back office is quite dissatisfied with their job. In the study it was also found that staff working in the housekeeping and technical service had a lower turnover intention.

Kabungaidze, Mahlatshana, and Ngirande (2013), carried out a study to investigate the impact to demographic variables on employee turnover in South Africa. The authors found a statistically significant relationship between tenure and turnover intention. According to the authors the greater the number of years worked, the lesser the turnover intention. The findings from their study also showed a negative relationship between age and turnover intention. The findings further revealed that the greater the age cohort the lesser the turnover intentions.

Ramatu Abdulkareem, Ajay, and Kabiru Maitama (2014), investigated the role of demographic variables in predicting turnover intention. Their findings revealed that there is a significant relationship between turnover and gender. They found out that males have a high turnover rate compared to females. The authors also found a significant relationship between age and turnover intention. They emphasized that younger employees are likely to quit their job compared to their older colleagues.

Collins and Ponniah (2014), examined the impact of employee demographic characteristics on turnover intention and retention. The authors took into consideration

five demographic variables thus gender, age, qualification, income and tenure. The authors employed multiple regression analysis to examine the relationship. The results from their study revealed that, all the variables were significant in predicting turnover intention with the exception of gender.

Du Plooy and Roodt (2010), investigated biographical and demographical variables as moderators in the prediction of turnover intentions. The demographic variables they used for their study were gender, race, age, marital status, educational level, job level and geographic region. According to the findings, the variables gender, educational level, job level and geographic location do not have a significant relationship with turnover intention. The results also revealed that the variables age, race and marital status were significant predictors of turnover intention.

Hayes (2015), examined demographic characteristics predicting employee turnover intentions among full time employees in Texas United States. The demographic variables the author considered were age, education, gender, income and tenure. The author utilized regression analysis and correlation analysis in her study. In the regression analysis, only tenure and education were significant in predicting turnover intention. With regard to the correlation analysis however, the author found a significant negative relationship between age and turnover intention. The correlation analysis revealed that education was not a predictor of turnover intention. The correlation results of her study also showed a significant negative relationship between turnover intention and income. The correlation results showed a significant negative relationship between tenure and turnover intention.

Akova, Cetin, and Cifci (2015), examined the relation between demographic factors and the turnover intention in pre-opening hotel businesses. The variables they examined were age, education, gender, marital status, tourism education, vocation experience, department and title. The results from the study showed that only gender had a significant relationship with turnover intention.

2.2.1.2 Turnover Intention and Job Satisfaction

Sangaran and Jeetesh (2015), studied the effects of job satisfaction towards employee turnover in the hotel industry using hotels in Kuala Lumpur city centre as a case study. The authors assert that job satisfaction is a crucial area that needs to be identified and understood to ensure there is a continuity of supply for manpower to the industry and continuity of service standards where staffs are provided with their needs for sustenance. The research revealed that job performance influenced turnover where choice of work does not influence turnover and the main factors of job satisfaction that lead to turnover were wages/salary and opportunity for advancement/career progression. The analysis also revealed that there need to be a balance in order to attract and maintain potential employees as all factors that affect Job Satisfaction directly leads to turnover. Job satisfaction and effect on employees is an area that should be respected and developments for these areas should be priority to the hotel industry.

Medina (2012), undertook a study to explore the relationship between job satisfaction and employee turnover intention in the context of organizational culture, using data from the Quality of Work Life (QWL) module, a sub-section of the General Social Survey (GSS). Job satisfaction, was the independent variable, assesses the overall

job satisfaction, while the dependent variable, turnover intention, measures the intent to find a new job, with another employer, within the next year. Findings from her study revealed that job satisfaction was inversely related to turnover intention and low turnover was shown to increase organizational productivity and performance. Furthermore, sub-group analyses reveal that job satisfaction is more predictive of turnover intention for younger workers.

Mbah and Ikemefuna (2012), examined job satisfaction and employees' turnover intentions in Total Nigeria PLC. Their study highlights and defines basic concepts of job satisfaction and employees' turnover intention. Mbah and Ikemefuna specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention. Findings from their study revealed that specifically job satisfaction reduces employees' turnover intention and that Total Nigeria PLC adopts standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Olusegun (2013), examined the influence of job satisfaction on turnover intentions of library personnel in selected universities in South West Nigeria. Findings from his study revealed that the job satisfaction variables had a significant effect on turnover intention of the respondents. Olusegun asserts that the variables can serve as useful administrative tools that can further enhance the productivity of the library personnel. Findings from his study also revealed that library personnel in public universities are motivated although the level of motivation is not very high. According to Olusegun, on job satisfaction, majority of the respondents are undecided about the level

of job satisfaction in public universities. He points out that there is still need for improvement in their conditions of service. He stressed that with regard to the turnover intentions of library personnel in public universities, a large number of them would quit if they have opportunities for better pay in similar organisations. Moreover, it was also revealed from his study that respondents were not fulfilled about their life expectations with their present employers.

Mahdi, Zin, Nor, Sakat, and Naim (2012), investigated the relationship between job satisfaction and turnover intention. Their research objective of the study sought to examine the effects of intrinsic and extrinsic satisfaction on turnover intentions. Statistical analysis on a sample of 32 executive and non-executive employees in their study revealed that both components of job satisfaction had a negative impact on turnover intention. Based on their findings, intrinsic satisfaction, however, had a stronger influence on intentions to leave the organization. The findings further revealed that there are extrinsic values that influence the turnover intention within the organization. According to Mahdi, Zin, Nor, Sakat, and Naim since extrinsic satisfaction founded to have less influence with negative relationship on turnover intention, it implies that the intrinsic value was fulfilled, hence the turnover rate among the employees was low compared to extrinsic value which was not fulfilled in the opinion of employees.

Shah and Jumani (2015), examined the relationship of job satisfaction and turnover intention of private secondary school teachers. The linear regression analyses in their study showed that there was a strong relationship between job satisfaction and turnover intention among teachers. Moreover, it was found that promotion, work itself and supervision scores showed moderate relationship with turnover intention among the

teachers. However, pay showed very strong relationship with turnover intention among the private secondary school teachers. The analyses of independent sample t-tests suggested that there was no significant difference in the mean scores of chained and non-chained schools, and male and female teachers in terms of their job satisfaction. But, significant difference in terms of location of schools was observed in the mean scores of urban and rural teachers in terms of their job satisfaction.

Saeed, Waseem, Sikander, and Rizwan (2014), undertook a study to investigate the relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. Findings from their study showed a negative relationship between the job satisfaction and turnover intention. According to Saeed, Waseem, Sikander, and Rizwan when the job satisfaction is greater the turnover intention will be lesser and vice versa. The authors posit that job performance is an individual's ability to perform certain tasks. They emphasized that employees feeling of pleasure with his/her job is job satisfaction. According to them job satisfaction is the difference between the employees expected benefit and the benefit which he/she actually receive. Higher the difference between expected benefits and actual benefits will result in higher turnover intention. The authors concluded their study by stating that organizations should work to minimize this difference to make their employees more satisfied to reduce their turnover intention. According to them when the employees are more satisfied they retain their entity but if they are not satisfied they leave the organization.

2.2.1.3 Turnover Intention and Organizational Commitment

Yousaf, Sanders, and Abbas (2015), examined organizational/occupational commitment and organizational/ occupational turnover intentions to draw meaningful relationship between two foci of commitment and two types of turnover intentions. Findings from their study revealed that affective organizational commitment and affective occupational commitment were positively related to each other. The findings also showed that affective organizational commitment was negatively related to organizational turnover intention and this relationship was buffered by affective occupational commitment. Affective occupational commitment was also found to be negatively related both to occupational and organizational turnover intention. Their study however could not gain support as affective organizational commitment did not moderate the affective occupational commitment-occupational turnover intention relationship.

Ahmed and Hidayat (2015), carried out a research to identify the association between organizational commitment and turnover intention among employees of the Islamia University of Bahawalpur. Ahmed and Hidayat employed regression analysis to ascertain the existence of the relationship between organizational commitment and turnover intention. Results from their study showed an inverse relationship between organizational commitment and turnover intention.

Ponnu and Chuah (2010), investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. They employed correlation analysis to examined the relationship between the variables. The results revealed that there is a significant inverse relationship between turnover intention and organizational commitment. The authors assert that employees' commitment with an

organization could be significantly increased by enhancing organizational fairness, particularly procedural justice. Managers should be aware that the fairness of procedures used in allocating rewards and the voice afforded employees in the allocation process are more important than the fairness of the allocation of rewards in improving level of employees' commitment in organization. To increase employees' organizational commitment, managers should first improve the procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures for making decisions and allocating rewards.

Sow (2015), examined the relationship between organizational commitment and turnover intentions among healthcare internal auditors. Sow examined the three components of organizational commitment to determine the extent the components on turnover intention. According to the findings, only affective commitment had a significant relationship with organizational commitment. Normative and continuance commitment did not show a significant relationship with turnover intention. Sow opined that a positive relationship between affective commitment and turnover intention allows a better understanding of how affective commitment is related to and could reduce turnover intention of internal healthcare auditors. As a result of an emotional attachment of internal healthcare auditors to their organizations, affective commitment towards their organizations would be high and turnover intention would be low.

Yasmin and Marzuki (2015), examined the relationship between organizational commitment and intention to quit among the psychiatric nurses in one of the east province (Punjab) in Pakistan. Results from their study revealed that affective commitment had the strongest and most consistent relationship with intention to quit and

was also found that, normative commitment was positively related to intention to quit while continuance commitment had a non-significant inverse relationship with intention to quit.

2.2.2 Organization Commitment

Organization commitment is a behaviour demonstrated by staff with a strong association and attachment to an organisation. There are a number of definitions for organization commitment, but all consider that it elicits citizenship behaviour and a sense of loyalty to the goals or the values of the organisation. Staff demonstrating organization citizenship behaviour have a strong sense of organization purpose and delivery. Organization citizenship behaviour occurs when individuals in an organisation are allegiant and loyal to it, and this is based on their self-motivation(Meyer & Allen, 1991; Tett & Meyer, 1993).

Meyer, Allen, and Smith (1993), went as far as saying that organization commitment is a psychological relationship that an employee has with an organisation. Moorhead and Griffin, (1992), and Young, Worchel, and Woehr (1998), added that because of the emotions involved in a relationship of this nature, staff that are committed and invested in the organisation's values, goals and products will have a high sense of dedication and perseverance with respect to the organisation. In support of this, Bass and Riggio (2006), explained that it is the emotional and psychological factors in organization commitment that contribute to the intention to quit, since the intention is the plan or consideration to leave the relationship behind. Meyer and Allen (1991), have provided researchers with a theory about organization commitment that defines it within three

forms of commitment. These are affective commitment, continuance commitment and normative commitment.

Affective Commitment

Affective behaviour occurs when staffs are committed to an organisation because they identify with it to such a degree, that they have high levels of involvement and emotional attachment to it (Meyer, Allen & Smith, 1993). Jaros, Jermier, Koehler, and Sincich (1993), Heery and Noon (2001), and Meyer and Allen (1991), further stated that affective commitment is the most researched form of commitment with respect to staff in organisations. They consider that usually where affective commitment is present; there is alignment between the organisation's staff and goals - so much so that the staffs internalizes the role they play in the organisation's success.

Allen and Smith (1993), further reported that affective commitment comprises three dimensions: emotional attachment, identification with the organisation, and an employee's need to sustain a relationship with the organisation. Meyer and Herscovitch (2001), reported that affective commitment correlates strongly with a number of employee behaviours, one of which is the turnover intentions of staff.

Continuance Commitment

Continuance commitment is more cognitive in nature, as it refers to the recognition that is demonstrated by staff with respect to the cost of leaving an organisation. Due to the awareness of this cost, staffs are better able to evaluate the benefits of staying with the organisation, and this potentially results in a win-win

situation for both staff and the organisation. Staffs that stay have security, retention of income and benefits, and in turn the organisation retains their skills and abilities (Meyer & Allen, 1991). Heery and Noon (2001), define continuance commitment as when staff remains committed to an organisation because they understand that the benefit to staying outweighs the consideration of leaving.

Meyer and Allen (1991), consider that there are two dimensions contributing towards continuance commitment - investment and alternatives. Investment would refer to any activity 22 or stake that the employee has made; that he or she feels should produce a return if staff stays with the organisation. This could include time, effort, money, pension plans, work relationships and skills specific to the organisation. The alternative would be the choice to stay based on the calculation of the risks of change versus the benefit of remaining with the organisation.

Normative Commitment

Normative commitment is the third form of organization commitment, and according to Meyer and Allen (1991), it occurs when staff remain with an organisation because of a feeling of obligation or even indebtedness. Wiener (1982), and Randall and Cote (1991), stated further that this form of commitment is motivated by morals or honour, and suggest that it could be due to investment made by the organisation in the form of employee training, development, socialization and engagement. On the other hand, Meyer and Allen (1997), believe that normative commitment is due to the strong congruence between the individual's and the organisation's values - so much so, that the individual cannot imagine leaving the organisation behind.

Meyer and Allen (1997), state that because of the complex nature of human beings and the multi-dimensionality of organization commitment, staff will display a varying combination of 23 affective, continuance and normative commitment. For example, staff could be motivated and therefore committed to an organisation, due to both continuance and normative variables. This would be because staff who stays, could feel that all the investment made in them by their organisation is not only due to obligation, but also because they have invested in building a career, whilst being developed by the organisation. They may also feel that the benefit of staying outweighs the consideration to start over in another organisation.

2.2.2.1 Organization Commitment and Demographic Variables

Affum-Osei, Acquaah, and Acheampong (2015), examined the relationship between organization commitment and demographic variables in Ghana. Results from their study shows that there is an evidence of relationship between demographic variables (gender, age, qualification, experience and marital status) and organization commitment. The results further indicate that experience has the greatest evidence of association with organizational commitment and gender having the lowest evidence of relationship with organization commitment. Therefore, it may be concluded that, there is very strong evidence of a relationship between demographic characteristic and organization commitment. Affum-Osei, Acquaah, and Acheampong assert that, employers should take note and take the necessary measures to enhance commitment based on individual differences. According to them some of the organization policies should be geared towards the improvement of employees' commitment in order to enhance performance.

Iqbal (2010), investigated the relationship between demographic factors (age, tenure and level of education) and organizational commitment. The data was collected from the knitwear organizations in Lahore and Faisalabad, Pakistan. The results of the data showed that length of service is significantly associated with organizational commitment, whereas, education level is negatively correlated with organizational commitment. Furthermore, no significant correlation was found between organizational commitment and age. The results of his study also showed that the managers and the supervisors were more committed than the workers. The findings suggested that top management might be able to increase the level of commitment in the workers by increasing employee satisfaction with compensation, policies, training, and working conditions. Furthermore, managers can increase organizational commitment by communicating that they value employees' contribution and that they care about employees' wellbeing.

Jena (2015), sought to assess the factors affecting organizational commitment among shift workers in India. Jena looked at how the various facets of organizational commitment (affective, normative and continuance) impacted demographic variables (age, gender, marital status, job level and tenure). Results from her study showed that there was a significant relationship between affective commitment and the demographic variables age, gender, tenure, job level and marital status. The results also show a significant relationship between continuance commitment and the demographic variables age and marital status. The results also showed a significant relationship between normative commitment and the demographic variables. Jena asserts that in order to create a working environment that encourages people to stay and commit to their respective

organizations, top management needs to review the existing HR practices so as to offer fair policies to the employees having different demographic dividend.

Dogar (2014), examined the relation between organizational commitment and demographic factors (age, gender, education, period in last job and job experience. Results from his study showed a significant relationship between affective commitment and the demographic variables job experience and period in last job. The results also showed a significant relationship between continuance commitment and the demographic variables age, job experience, and period in last job. The results also showed a significant relationship between normative commitment and the demographic variable period in last job.

2.2.3   Job Satisfaction

Job satisfaction is a popular construct that is a widely researched in the field of organization behaviour. Greenberg and Baron (2003), define job satisfaction as an attitude that people hold either positively or negatively towards their jobs and the organisations in which they work‖. They further view job satisfaction as an employee's positive or negative attitude toward their job. 30 What is agreed is that, stemming from cognitive processes, job satisfaction is a generalised affective work orientation towards one's present job and employer (Martin & Roodt, 2008). Furthermore, it has been described as a function of the perceived relationship from what one wants from one's job and what one perceives it as offering (Lund, 2003). It is clear that if an individual perceives their job as offering what they want, their attitude towards their work would be favourable and they would be satisfied.

Job satisfaction has also been defined in terms of equity; where job satisfaction is determined primarily by the employee's comparison of actual outcomes or by how well the outcomes meet or exceed expectations (Cranny, Smith, & Stone, 1992; Luthans, 2002). Camp (1994), defines job satisfaction as referring to the needs and values of employees and the extent to which those needs and values are satisfied.

Greenberg and Baron (2003), are of the opinion that the attitudes that people have toward their jobs contain three essential components. The first component, an evaluative component, speaks to the liking or disliking of specific aspects of the job which reinforces their attitude towards the job. Secondly, a cognitive component, which speaks to the belief that a person holds about their job and whether this belief is true or false. The final component, a behavioural component, which speaks to a predisposition of a person to behave in a certain way in accordance to their beliefs and feelings. Milkovich and Boudreau (1988), also define job satisfaction in terms of an affective reaction to their job, but elaborate further by stating that job satisfaction can be regarded as including the extent to which employees find pleasure in their job experiences. Wallace and Wallace and Eagleson (2004), support this finding by defining job satisfaction as the positive emotional state resulting from an appraisal from the job or job experience. These attitudes, both positive and negative, are what people hold towards their job and are known as job satisfaction.

Job satisfaction can be viewed in terms of two facets, namely intrinsic and extrinsic satisfaction (Martin & Roodt, 2008). Intrinsic satisfaction occurs when performing work and consequently feeling of accomplishment, self-actualisation and identity with the task results. Intrinsic job elements include those values that the

individual has or wants (Silverthorne, 2005), and are derived from internally mediated rewards such as, the job itself, opportunities for personal growth and promotion (Mosadeghrad, Ferlie, & Rosenberg, 2008).

Extrinsic satisfaction occurs from the rewards given to the individual by peers, supervisors or the organisation and can take the form of recognition, compensation and advancement (Martin & Roodt, 2008). Extrinsic job elements include those perceptions of how an organisation meets the individual needs or values usually in the form of externally mediated rewards such as satisfaction with pay and benefits, company policies and support, supervision, co-workers, job security and chances for promotion (Silverthorne, 2005).

2.2.3.1 Job Satisfaction and Demographic Variables

Tabatabaei, Ghaneh, Mohaddes, and Khansari (2013) investigated the relationship between job satisfaction and demographic variables in Pars Ceram factory employees in Iran. Their study showed that there were positive and significant relationships between job satisfaction with type of recruitment (contract and formal), kind of shift works and shift work. So, job satisfaction increases with changing status from contract to formal and from night shift to day shift works. There were found significant differences in job satisfaction of men and female, single and married, formal and contract and with different salaries samples. Tabatabaei, Ghaneh, Mohaddes, and Khansari opine that Investigating and identifying these relationships, can provide suitable and suitable information and practical strategies to the employers to be aware of employee's job satisfaction rate and improve it through job enrichment and divide responsibilities among workers, change in

rest breaks, training courses relevant to the job specifications, increasing salary and elucidating promotion procedures.

Paul and Phua (2011), investigated the relationship between demographic variables that affected the job satisfaction levels of the lecturers in a public tertiary institution. Findings from their study showed that there was a significant relation between the demographic variables age and job position and job satisfaction. The gender, academic qualification and marital status was not significant in predicting job satisfaction. The authors postulate that the ambivalence or indifference about job satisfaction is likely to be replicated in other facets of their work life that may result in 'underperformance'. Furthermore, their study indicates that the levels of job satisfaction are affected by demographic variables. Thus, managers have to recognise that as different academic staff members have different levels of job satisfaction, their management styles and motivational strategies need to be different to cater to these individual differences. The authors concluded by saying that tertiary institution needs to give immediate attention to both the intrinsic and extrinsic factors to motivate and sway the lecturers from a state of ambivalence to that of job satisfaction so as to retain existing lecturers and make the profession an attractive option for new applicants.

Tlaiss and Mendelson (2014), examined women's job satisfaction with personal demographics using Lebanon as case study. Findings from their study revealed a negative relationship between age and objective satisfaction. According to Tlaiss and Mendelson while older women were less satisfied with the objective facets of their jobs, younger women thus 31 to 40 years old were significantly more likely to be satisfied with their benefits, promotions and general satisfaction with the extrinsic factors of their careers.

The findings also revealed a negative relationship between the education level of women managers and their levels of satisfaction. Findings from their analysis of the data also revealed that tenure is not related to satisfaction with salary, fringe benefits, current position, total objective factors, subjective factors and overall job satisfaction. According to the authors tenure was only negatively associated with satisfaction with promotion. The authors posit that, managers with less than five years of experience were more satisfied with their promotions than those with more than five years of experience. The results also showed a significant relationship between religion and job satisfaction. The results suggest that Christian women managers were significantly more likely to be satisfied with their promotions and subjective aspects of their jobs than their Muslim counterparts. This is perhaps rooted in the differentiation in gender roles that is professed in teachings of Islam, particularly those giving men more prominence and authority over women in issues related to inheritance and financial responsibilities.

2.3   Theoretical Review of Literature

2.3.1   Theories of Job Satisfaction

Aamodt (2012), describes job dissatisfaction arising from a discrepancy between what employees want, value and expect and what the job actually provides. If there is an inconsistency between what employees need and what the job compromises, it leads to job dissatisfaction. Theories such as Maslow's hierarchy of needs theory, ERG theory, two factor theory and McClelland's needs theory mainly focuses on employees' needs and values (Aamodt, 2012; Robbins et al., 2003).

2.3.1.1 Maslow's Theory of Needs

Maslow's (1954), theory is one of the recognised theories which enlighten that employees would be motivated and satisfied with their jobs only when certain desires are met. He further explains five major types of needs which are ordered hierarchically. According to Maslow's hierarchy of needs, lower-level needs must be fulfilled first before an individual consider the next level of needs (Robbins, 1989).

1. **Physiological needs:** This refers to needs such as food, shelter, clothing and sexual satisfaction needs. According to Maslow's theory, individuals are worried first and foremost with satisfying their basic needs such as food, shelter, water and clothing. An unemployed person who does not have a shelter will be content with any job as long as it offers for these basic needs (Maslow, 1954). This is a primary need and of importance to individuals as it restores the dignity and pride of human beings.

2. **Safety needs:** This refers to the need to feel safe within the environment; it also refers to physical safety. After physiological needs, have been met, safety needs would follow as employees focus more on meeting their safety needs. This is a secondary need prior to the basic needs and is of importance to human beings as they should leave in a safe and secured environment. People should feel comfortable and relaxed in the areas where they stay and work. This means that employees will remain satisfied with their jobs only if they believe the working environment is safe (Maslow, 1954).

3. **Social needs:** The need for love, friendship and belonging. Once the basic needs and safety needs have been met, employees will stay satisfied with their jobs only

when their social needs have been addressed (Maslow, 1954). In a working environment, it involves working with others and feeling needed in the organisation. When people get along with each other, it will boost their morale, lead to higher productivity and they will feel comfortable with each other and the organisation. Organisations strive to fulfil their employees' social needs by procuring social activities for example cafeterias, organising sport programmes and family events (Maslow, 1954).

4. **Esteem needs:** These needs comprise the need for self-respect, status, recognition and achievement (Maslow, 1954). When employee's social needs have been fulfilled, they start to pay attention on meeting their esteem needs. According to Maslow (1954), organisations can satisfy these needs through awards, promotions and salary increases. Managers need to recognise the potential and effort made by employees at work in order to create a conducive work environment where employees would feel as if it is the best company to work for.

5. **Self-actualisation needs:** The point of reaching one's full potential. According to Robbins et al. (2003). Maslow (1954), describes self-actualisation needs as the desire for growth, achieving one's potential and self-fulfilment. An employee who strives for self-actualisation desires to meet their full potential in everything they do. Therefore, employee's desire the same task for a substantial period might become bored which might result in job searching. Managers need to study the environment and develop strategies to retain and develop self-contentment of employees in their jobs. Employers need to provide the best training courses,

performance appraisal systems, job rotation methods and other ways to retain and develop employees at work.

Maslow's theory is broadly recognised even though it has been criticised. Robbins et al. (2003) argues that certain reviews assume that needs are not necessarily structured along these magnitudes "as people simultaneously move through several levels in the hierarchy of needs". He further suggests that, because satisfied needs boost a person to reach movement to the next level, the employee will always have an energetic need, making long duration job satisfaction which is unlikely in terms of this theory.
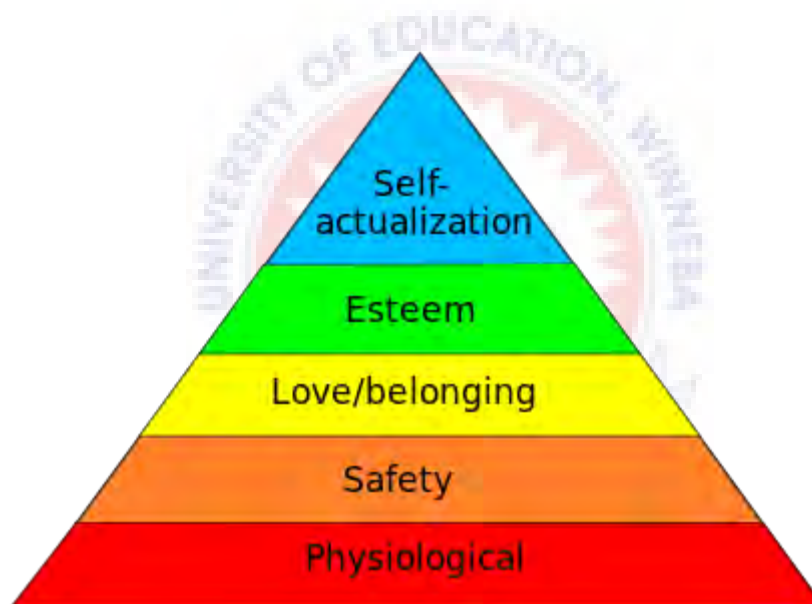

Figure 2.1: Maslow's theory of needs

Source: Maslow (1954)

2.3.1.2 ERG theory

Alderfer (1972), classified needs into only three groups of essential needs, such as, existence, relatedness and growth. The existence group is anxious with providing basic needs and includes items that Maslow's theory reflected as physiological and safety

needs (Alderfer, 1969).The second cluster of needs relates to sustaining important associations and the growth needs refers to the longing for personal growth (Robbins, 1989; Robbins et al., 2003). According to Aadmodt (2012), the main difference between Maslow's theory and the ERG theory is that the latter theory describes that movement to the next level need not be fixed; an employee can jump. He further explains that people can be concurrently motivated by needs at different levels. A person can focus on growth satisfaction although existence and relatedness needs are not met. Several studies supported the ERG theory as it removes some of the challenges with Maslow's theory (Robbins et al., 2003).

2.3.1.3 Herzberg's two factor theory

Herzberg's two-factor theory is one of the earliest theories of job satisfaction, the factors being "intrinsic factors" and "motivators" (Cooper & Locke, 2000). According to Herzberg (1959), "job satisfaction rest on one set of conditions, whereas job dissatisfaction depends on different set of conditions". Job satisfaction and dissatisfaction are determined by different factors.

Herzberg et al., (1959), found that intrinsic factors such as achievement, responsibilities and recognition were intensely related with satisfaction than extrinsic factors like policies, benefits and working conditions. Job satisfaction is related to motivators or intrinsic factors, while job dissatisfaction is related to hygiene or extrinsic factors. Extrinsic or hygiene factors relate to pay, status, job security, working conditions, fringe benefits, company policies and interpersonal relations. These factors are rewards or sources of need satisfaction that stem from organization context and are thus somewhat divorced from the direct influence of the individual (Herzberg et al., 1959).

According to Herzberg et al., (1959), intrinsic factors have to do with achievement, meaningful work, opportunities for advancement, increased responsibility, recognition and opportunities for growth. These factors are viewed as being derived from the individual's relations and the job itself. Herzberg et al., (1959) found seven working conditions which lead to job satisfaction for many people. These conditions are: interesting and challenging work, a feeling of achievement and good relationships with immediate supervisor and other professionals, opportunities for friendship, advancement, security of employment and recognition. These conditions are regarded as intrinsic factors and meeting these expectations is vital to the achievement of high levels of job satisfaction (Herzberg et al., 1959). In summary, Intrinsic and extrinsic factors of job satisfaction are crucial and are regarded as the main source of reaching high job satisfaction levels.

Herzberg's theory of motivation is popular with managers as an approach for motivation. The managerial inference of Herzberg's theory is apparent: to prevent low performance, high absenteeism and high labour turnover, managers should make radical changes by adding hygiene factors and motivators to the job. Herzberg suggests job enrichment as an approach to build satisfiers into the job content (Herzberg et al., 1959). Herzberg states that if you want people to do a good job, give them a good job to do. He emphasises that the factors that give rise to job dissatisfaction are related to job context and are labelled as hygiene factors and factors that give rise to job satisfaction are related to job content and labelled as motivators (Herzberg et al., 1959). It is important to provide clear job content, employ capable and willing people, and provide clear roles and

responsibilities in order to achieve good results and achieving job satisfaction of employees.

2.3.1.4 McClelland's needs theory

This theory emphasis on three needs, namely; achievement, power and affiliation (Robbins et al., 2003). Employees who have the strong desire for achievement would be fulfilled with jobs that are challenging and over which they can exercise some control (Aadmodt, 2004). Subsequently employees with low achievement needs are satisfied with minor challenges. Persons with a high need for affiliation would be pleased with jobs that comprises of huge responsibilities and building work interpersonal relationships (McClelland, 1969). In conclusion, employees who want to take control have a desire to influence and control others (McClelland, 1969). This theory emphasises that if you provide your employees with interesting and challenging jobs, it gives them power and control over their work which contributes to job satisfaction.

Cooper and Locke (2000), argues that individual's value would determine what satisfied them on the job". Employees in organisations hold different value system; therefore, this will lead to different satisfaction levels. Human beings are unique, what is regarded as value from one person might not entice another person. As individuals we think, value and do things differently; therefore, our value system will differ. (Anderson, Ones, Sinangil, & Viswesvaran, 2001)forecasts inconsistencies between what is preferred and expected and believe that human beings become dissatisfied only if the job facet is essential to the individual.

Cooper and Locke (2000), state the potential problem with this theory is that "what people desire and what they consider important are likely to be highly correlated". In theory these notions are discrete; however, in practice many people will find it a challenge to differentiate the two. Despite this limitation, investigation on this theory has been extremely supportive (Cooper & Locke, 2000).

2.3.1.5 Vroom's Expectancy Theory

Vroom (1982), regarded Maslow's hierarchy of needs and Herzberg's two factor theory as too basic which resulted in putting forward a model that constituted the concepts of valence (V), instrumentality (I) and expectancy (E). Vroom's theory is referred to as VIE theory. Expectancy theory believes that people are inspired to behave in ways that produce desired combinations of expected outcomes. This theory can be applied to forecast behaviour in any circumstance in which a choice between two or more alternatives must be made. For instance, it can be applied to see whether to remain in the job or quit, whether to exercise significant or slight effort at a task, and whether to major in management or accounting (Kreitner, Kinicki, & Buelens, 2002).

Vroom's (1982), expectancy theory illustrates that the achievement of motivation depends on two factors such as; that the value of the outcome should be high and that the individual should be of the opinion that the task undertaken is attainable and will result to the expected outcome (Dessler, 1988). When you put much effort into a job, you expect a positive outcome which will lead to satisfaction of a performed task. According to Luthans (2003), Vroom's theory links expectation and task accomplishment to the possibility of acknowledgment. In support, Nel et al. (2004), states in his own words that

"expectancy refers to an individual's belief that a certain level of effort will lead to a certain level of performance and reward". In other words, the effort and determination you put into a job should be equivalent to what you receive in terms of compensation and acknowledgment.

2.3.1.6 Stacy Adam's Equity Theory

This theory states that job satisfaction or motivation is a purpose of what employees put into a job situation associated to the outcome (Cooper & Locke, 2000; Robbins, 2005). Therefore, the more an employee receives according to their efforts into a job will lead to higher job satisfaction. In this theory it is believed that high job satisfaction is motivated by the expectation of the employee based on the effort they put in accomplishing a task. Three components are involved in this perception of fairness, namely: inputs, outputs and Chapter Two: Literature Review 24 input/output ratio (Aamodt, 2012). Inputs refer to those fundamentals we put into our jobs and comprise things such as effort, experience, education and competence (Robbins, 2005).

According to Aamodt (2012), employees subconsciously compute an input/output ratio by dividing output value by input value. Employees may strive on increasing their outputs, for example, by asking for a salary raise. Conversely, they can decrease their contributions by not working as hard as their usual way (Aamodt, 2012). Furthermore, employees compare their input-outcome ratio with other employees and if they perceive it as fair, it will lead to job satisfaction (Robbins, 2005). Conversely, if employees perceive an inequity in their input outcome ratio compared to other employees, they become disgruntled and discouraged.

2.3.1.7 Goal setting theory

According to Heery and Noon (2001), goal setting theory stems from the impression that the behaviour of employees can be changed by influencing their goals and targets. Nel et al. (2004), emphasise the fact that employees are encouraged if they understand the job concept in order to achieve a specific goal, irrespective of the challenges they might encounter in doing so. This refers to management by objectives (MBO) technique that inspires employee involvement in goal-setting, decision-making and feedback. It is of good benefit to involve workers in decision making, brainstorming, communication and adding innovative ideas as this might lead to the desired future state of the organisation.

Robbins (1998), suggests that employees will achieve better results when they receive feedback on a continuous basis regarding their progress. Moreover, he suggests that continuous feedback will also assist in getting good result and rectifying discrepancies that might hamper productivity. It is believed that if employees are involved in decision making and preparation of their goals they would be more dedicated in achieving the organization goals.

Heery and Noon (2001), noted four general principles to stimulate high performance and increase motivation in terms of the goal setting theory:

These general principles are;

- goals should be challenging but attainable;

- goals should be specific rather than vague

- employees should be involved in the process of setting their own goals; and

- goals should be measurable and clearly understood by employees.

2.3.2 Theories of Organization Commitment

2.3.2.1 O'Reilly and Chatman's model

O'Reilly and Chatman (1986), see organizational commitment as a psychological attachment to an organization. According to Ruokolainen (2011), it reflects "the degree to which employee internalizes or adopts the characteristics or perspectives of the organization". Commitment can be formed by three independent mechanisms: compliance, identification and internalization. Compliance is shallowest of them all and is connected to rewards. Person adopts certain attitudes and behaviours in order to gain specific awards. Identification is step further into deeper commitment. Employee feels proud to be part of that specific organization and thus accepts and respects its' values and accomplishments. He or she wants to establish or maintain good relationship with that specific group. However, what separates that from the internalization is that he or she does not adapt those values as his or her own. Therefore, internalization occurs finally when there is value congruence between the person and the organization. Employee accepts organization's values because those are very similar to his or her own (O'Reilly & Chatman 1986). The fact that this model was first one to make clear distinction between the instrumental exchange and psychological attachment as forms of commitment has been noted as benefit for this model. Instrumental refers to commitment based on rewarding, while psychological attachment is the deeper form (Weibo, Kaur & Jun, 2010).

However, there have been few matters that have received critique in this model. Internalization and identification correlate positively with intend to stay with an organization, while compliance acts in the opposite way actually correlating positively

with turnover. This is further shown in the results implicating that the longer the tenure, the less likely it is that commitment is based on compliance (O'Reilly & Chatman, 1986). Since it is often thought that organizational commitment reduces the likelihood of turnover, there has been questioning whether compliance can be thought as a form of organizational commitment at all (Meyer & Herscovitch, 2001). Another point that has received critique in this model is that internalization and identification come very close to each other as concepts, and even include some of the same elements (see Meyer & Herscovitch, 2001). In the studies conducted later it has actually been proved that internalization and identification can be merged together forming one dimension. The measures correlate very highly with one another and other variables show quite similar patterns of correlations with these two dimensions (Caldwell, Chatman & O'Reilly, 1990). For these reasons, this model never has been that largely used and Allen and Mayer's model became dominantly used in the studies of commitment (Weibo, Kaur & Jun, 2010).

2.3.3   Theories of Turnover Intention

2.3.3.1 The Unfolding Theory of Turnover

The Unfolding Theory of Turnover proposes that employees follow one of five cognitive pathways when making the decision whether to quit a certain job (Lee & Mitchell, 1991; 1994). A cognitive pathway refers to how employees interpret their work environment, identify options, and enact responses. The theory follows five different pathways. The first three pathways begin with some sort of "shock" event. Shock is defined as "a very distinguishable event that jars the employee toward deliberate judgments about their jobs and, perhaps, to voluntarily quit their job" (Lee & Mitchell,

1994, p. 60). The first pathway (Pathway 1) begins with a shock that is personal, positive, and expected, such as the opportunity to move to a new city (Holtem, Mitchell, Lee, & Inderrieden, 2005). This event invokes a pre-established script such that the decision to leave the organization requires little deliberation and is automatic (Holtem & Inderrieden, 2006). A pre-established script refers to action plans that identify appropriate responses. These responses can stem from learned responses and circumstances surrounding the shock (Lee & Mitchell, 1994). For example, if an employee from Ghana has always wanted to live and work in the United States and his or her spouse gets a job opportunity there, there will be an immediate decision to quit. Therefore, when this shock occurs, the decision to leave is made quickly.

The second pathway (Pathway 2) begins with a shock that is a negative organizational event (Holtem et al., 2005; Mitchell & Lee, 2001), such as an unfair performance review or being bypassed for a promotion. This causes the employee to evaluate whether an image violation has occurred. Image violation is a set of images that invoke a reassessment of one's attachment and commitment to an organization (Lee & Mitchell, 1991; 1994). Image violation consists of three components: value image, trajectory image, and strategic image. Value images are personal principles an individual has about any situation in life. Trajectory image refers to the personal career goals of an employee. Lastly, strategic image is the goal-oriented plan to achieve those career goals.

For example, employees may feel a value image violation if they are treated disrespectfully by their managers. Another example would be if employees had career aspirations to become directors, and they had discussed a career path with their managers to get there, they might feel a trajectory and strategic violation if they never actually get

the promotion. If an employee feels a situation is not aligned with any of these three images violation components, it will cause further deliberation about the possible job options and what serves as the best fit with his or her value, trajectory, and strategic images. Pathway 2 leads to a "push decision," such that the image violation forces employees to evaluate the job and the extent to which they still fit with the organization. The decision to leave is usually made without a job alternative in mind. The definition of job alternative includes any other opportunity that the employee chooses over the current job, such as returning to school or becoming a stay-at-home parent (Lee, Mitchell, Wise, & Fireman, 1996).

The third pathway (Pathway 3) begins with a shock that can be positive, neutral, or negative and is usually an unexpected job offer (Lee & Mitchell, 1994; Mitchell & Lee, 2001). The employee must then decide if an image violation has occurred and whether he or she will fit better with a new organization, based on the employee's values, trajectory, and strategy. This pathway results in a "pull decision," such that the employee must now compare the current job with an alternative. This pathway differs from the first two in that it is made with a job alternative in mind.

The final two pathways do not begin with a shock but instead are characterized by a consistent feeling of job dissatisfaction. Both pathways begin the same, with mounting dissatisfaction, which then leads to an image violation. Once the image violation has occurred, employees in Pathway 4a decide to leave without a job alternative. Those in Pathway 4b go through the same process but will have a job alternative when the decision to leave is made.

Table 2.1: The Unfolding Theory Pathways

Pathway	Shock	History of dissatisfaction	Script	Image Violation	Alternative Job Opportunity	Example
1	✓ Personal, positive, and expected		✓			The employee's spouse gets a job in Washington, DC; the employee has always wanted to live there, so he quits
2	✓ Negative organizational event			✓		The employee is bypassed for promotion and sees little opportunity for career advancement; she decides that she can no longer work for the company and quits
3	✓ Unexpected job offer			✓	✓	The employee gets an unexpected job offer from a local competitor; after comparing the new opportunity with his current situation, he decides to quit and pursue the new opportunity
4a		✓		✓		The employee realizes that she is unhappy and quits without looking for a new job
4b		✓		✓	✓	The employee realizes that he is unhappy; he initiates a job search and quits when he finds a more desirable alternative

Source: Adapted from Kulik, Treuren, and Bordia (2012)

2.3.3.2 Social Exchange Theory

Social exchange theory is based on the idea that social behaviour is the result of an exchange process, whose purpose it is to maximize benefits and minimize costs. The beginnings of this theory can be traced to the study of Brinkmann and Stapf (2005). The exchange can be understood in terms of material and non-material goods, such as the symbols of approval or prestige (Homans, 1961). According to this theory, individuals consider potential reward and risks of social relationships. Furthermore, it implies that all human relationships are shaped by using a subjective reward-cost analysis and the comparison of alternatives. Someone who gives much will expect to get at least the same amount back from others and in return persons that receive a lot from others will be under pressure to give much back to them. People will terminate or abandon the relationship as soon as the costs outweigh the benefits (Farmer & Fedor, 1999).

The viability of social exchange theory is based on the assumption that individuals recognize one's life situations and notice each other's needs. It also refers to the principal of reciprocity, whereby privileges granted by one are returned by the other. The interaction between humans will be noticed consciously and in some way reciprocated. The willingness to generate an advance performance will be responded with a payback, either soon or with a time delay (Brinkmann & Stapf, 2005).

2.3.3.3 Human Capital Theory

The core of human capital theory is that human's learning functions are comparable with other natural resources which are involved in the production process (Becker, 1993). The theory's roots are in the work of Adam Smith or William Petty. Yet it was Gary Becker who extensively developed the human capital theory in 1964. The

concept of human capital claims that not all work is equal and that the employees' quality can be increased by investing in them (Becker, 1993). According to Becker (1993), education and training are the most important investment in human capital. Learning capacity is closely related to earning level, thus it can raise a person's income. The earnings of more educated people are mostly above average. The education, experience and skills of a worker have an economic value for employers and for the economy as a whole. It emphasized that effective employees have to be constant learners in order to compete in an increasingly globally competitive enterprise environment. Hence occupational wage differentials refer to the amount of investment in human capital (Glover, Mynatt, & Schroeder, 2000).

There are two major forms of human capital investment; schooling and on-the-job training. Becker defined a school as an "institution specializing in the production of training" (Becker, 1993), such as university or high school. On-the-job training relates to the increasing productivity of employees by learning new skills and perfecting old ones while on the job (Becker, 1993). It can be distinguished between general and specific training. Training can be seen as general, if the acquired skill can also be used in another company. For example, a doctor trained in one hospital finds his skills also beneficial at other hospitals (Becker, 1993); whereas specific training is defined as "training that has no effect on the productivity of trainees that would be useful in other firms" (Becker, 1993). The development of capability requires both specialization and experience and can be gained partly from schools and partly from companies.

Employees that possess a high amount of company specific training will hardly find alternatives that meet their expectations, such as wages. Based on this theory, it can

be assumed that company specific training has an inverse relationship to turnover intent. The higher the investments are on specific knowledge, the higher the considered transaction costs (Glover et al., 2000).

2.3.3.4 Search Theory

The search theory can be traced back to George Stigler's analysis on how buyers (or sellers) acquire information about a product. He argued that "a buyer (or a seller) who wishes to ascertain the most favourable price must canvass various sellers (or buyers)" (Stigler, 1961). For employees, search generates alternative positions or workplace outside the present organization, which can lead to actual turnover. Therefore, job search was detected as an important precursor to quitting in several studies (Mobley et al., 1979). Job search can also lead to the appreciation of one's present job after comparing it with the alternatives (Morrell, Loan, Clarke, & Wilkinson, 2001).

2.3.3.5 Matching Theory

Matching theory describes a process where humans or other organisms "distribute their behavior in relation to the rate of reinforcement for response alternatives" (Mace, McCurdy, & Quigley, 1990). It gives an understanding about the appearance and the termination of a work contract under uncertainty. Employees strive for those positions which match best with their capabilities that correlate with appropriate wages. Employers tend to fill positions, so that they can maximize their benefit (Glover et al., 2000). Employee's productivity in a particular job is not known in advance but rather appears precisely as the worker's job tenure increases (Jovanovic, 1979). The benevolence of a

"match" reveals in the course of the employment relationship. Therefore, younger employees launch an experimental stage at the beginning of their professional life, where they gain experiences and diminish lack of information. In this context, job mobility can be understood as a mechanism for correcting matching failures (Sousa-Poza & Henneberger, 2004).

2.3.3.6 Equity Theory

Equity theory, also known as justice theory, was developed by John Stacey Adams in 1963 and can be categorized in job motivational theory. It proposes that individuals determine whether the distribution of resources is fair to both relational partners (Griffeth & Gaertner, 2001). In organization, the Equity theory of employee motivation describes the fair balance to be struck between an employee's inputs, such as hard work, skill level, tolerance or enthusiasm and an employee's outputs, such as salary, benefits or intangibles issues. Justice is existent, when inputs and outputs are fairly distributed among the participants, whereas the impartial criteria of the situation are less important than the way, how individuals estimate the value and the relevance of the inputs and outputs of the different participants (Griffeth & Gaertner, 2001). Thus a highly motivated employee perceives his rewards to be equal to his contributions. He will judge to be treated fairly, when he feels that he is working and being rewarded at about the same rate as his peers. It should be emphasized that factors can affect each person's assessment and perception of their relationship with their relational partners differently; hence every employee does not measure his contributions in the same way. According to Leventhal, employees evaluate the fairness of the procedural justice regarding following criteria (Griffeth & Gaertner, 2001):

- The procedure must not contradict ethical standards.

- The allocation has to be applied consistently over time and people.

- Decisions have to consider the interest of everyone.

- The person, who uses the procedural method, should not be influenced by self-interest.

- The procedural method should contain correction possibility in order to revise decisions, for instance through objection.

Based on the Equity theory, if an employee perceives the distribution of resources as unfair, then turnover intent will emerge.

2.3.3.8 Organizational Equilibrium Theory

Barnard provided a systematic framework where he discussed human motivations that are involved in the decis-xdcion to belonging, which is also known as the organizational equilibrium. He argued that "the equilibrium of an organization means the capacity to maintain efficiency of an organization" (Mano, 1994). Organizations are dependent on the continuity of participants' contributions and in order to maintain this, organizations have to offer equitable inducements. Thus Barnard's specific evolution is the decision to participate, in other words "balancing of burdens by satisfactions which results in continuance" (Barnard, 1968). According to Barnard, if the personal sacrifice is bigger than the inducements he gets, then the person will withdraw his contributions and will leave the company.

Simon extended Barnard's theory into the Barnard-Simon Organizational Equilibrium theory, which builds on Barnard's observations. Simon argued that the achievement of organizational equilibrium contains the condition that the sum of

contribution of all employees ensures the kinds and quantity of necessary inducements (Mano, 1994). However, he did not consider the functions of the organization, such as the process of creation, transformation or exchange of utilities where Barnard also placed his emphasis (Mano, 1994).

2.4   Conceptual Framework

Figure 2.2 presents the conceptual framework for the study. The conceptual framework presents a hypothetical look at how the variables relate in each other and how the final model is going to be presented.
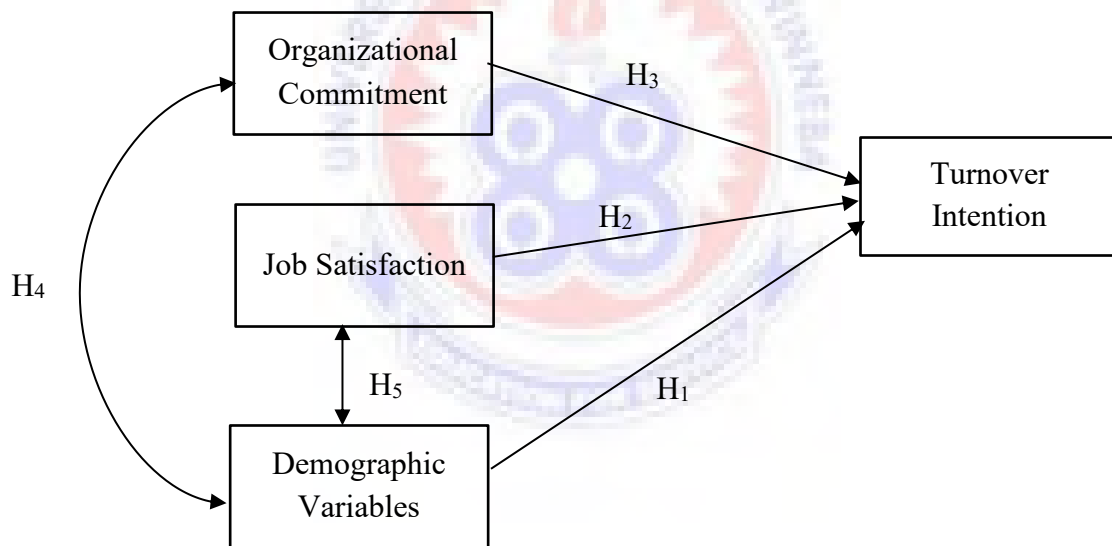
Figure 2.2: Conceptual Framework for the Study

Source: Researcher's own construct

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

The chapter deals with the methods used to achieve the outlined objectives of the study. It discusses the research design, target population, sample techniques and sample size, data collection instrument, pilot study, ethical issues, data collection procedure and data analysis.

3.2   Research Design

Research design involves the planning of the research study which helps the researcher identify the resources and procedures that will be followed in order to solve the research problem (Leedy & Ormrod, 2013). The research design employed for this study was a cross sectional survey. Cross-sectional surveys involve the collection of data at a single point in time from a sample drawn from a specified population. This design is most often used to document the prevalence of particular characteristics in a population. Cross-sectional surveys offer the opportunity to assess relations between variables and differences between subgroups in a population accurately (Bryman & Bell, 2015). The study adopted a cross-sectional survey design as the study design.

There are two main procedures used in gathering and analysing data: the qualitative and quantitative method. According to Sekaran (2014), quantitative research designs are usually structured, and external influences that would make it unfit for use are eliminated. In planning a research project, it is thus critical that the researcher not only

chooses a practical research problem, but should also take into account the kind of data that will be required in investigating the research problem. The method used in this study is a quantitative approach as the main problem is exploratory in nature.

This study examines the causes of labour turnover among employees of some hospitality and tourism facilities in Ghana. The design seeks to describe the situation as it currently exists. This survey is aimed at eliciting information on the factors that account for employee turnover behaviour and solutions that would help restraint the problem. This design is therefore seen to be the most appropriate to the researcher in undertaking this study.

3.3   Target Population

Greater Accra Region is one of Ghana's ten administrative regions. The target population for the study involved the general staff of the selected hotels in Accra. Sample hotels ranges from 5-star – 1star.

3.4   Sampling Technique and Sample Size

Convenience sampling technique was used to select the participants of the survey. According to (Leedy & Ormrod, 2013), convenience sampling involves selecting cases or units for observations as they become available to the researcher. It is not always feasible to collect data on every possible observation in the population (Sekaran, 2014). Blumberg, Cooper, & Schindler (2014), define a sample as a section of the population that consists of the same characteristics as the population from which the study is conducted. A convenience sampling technique was most appropriate for this study

because it was very easy to obtain information on office staff but with regard to field staff it was a bit strenuous.

Table 3.1: Hotels sampled for the study

Name of Hotel	Class of Hotel	Questionnaires Distributed	Questionnaires Received
Kempinski Hotel Gold Coast City	5-star	50	50
The African Regent Hotel	4-star	50	50
Mensvic Grand Hotel	3-star	50	50
Airport View Hotel	2-star	50	50
King David Hotel	1-star	50	50
		Total = 250	Total = 250

Source: Researcher's own construct

3.5   Data Collection Instrument

The data collection instrument for the study involved questionnaire. A self-designed structured questionnaire was used to collect data from 250 hotel staffs. A pre-tested, structured questionnaire was used for data collection. It was prepared in English for the data collection and also contains items on the knowledge and sources of Job Satisfaction, Organization Commitment And Turnover Intention.

3.6   Pilot Study

In order to maximize the reliability of the questionnaire a pilot study was undertaken to ensure very effective revision and vital correction to the research instrument before actual administration to the respondents. The questionnaire was

reviewed by the supervisor of the thesis and modified based on the pre-test and the final version was completed. The pilot study revealed and solved problems such as phrasing sequence and ambiguity. Above all it enhanced the accuracy and understanding of the respondents.

3.7   Ethical Issues

The researcher restate all the conditions under which the survey was to be conducted and about the rights and safety of potential participants. The researcher makes reference to the fact that participation is completely voluntary and participants was assured of their freedom to withdraw from the study at any time if they so wish and that their decision to participate or not will not have any influence on their employment. The respondents was also briefed on the questionnaire and ensured that any information provided will be treated confidential. The researcher also ensures that the information collected was analysed and will reflect the situation as it exists.

3.8   Data Collection Procedure

The researcher made prior arrangements with various sectional/departmental heads and with their help questionnaires were administered to respondents. Employees were informed that the purpose of the exercise is to elicit information on their feelings and thoughts on the nature of their jobs and that there will be no right or wrong answers. The questionnaire was given to respondents and respondents was given (7) days to complete and return the questionnaire.

3.9   Data Analysis

This work adopts structural equation modelling (SEM). SEM is a second generation technique which can be used to explain the relationships between multiple variables. Compared with first generation techniques such as factor analysis, discriminant analysis etc, which examine only single relation, SEM can simultaneously test and estimate causal relation among multiple independent and dependant constructs. SEM allows the researcher to construct unobservable latent variables (LV's) which cannot be directly measured. Latent variables however are responsible to determine the correlation among the manifest variables. Observable and empirically measurable indication variables known as manifest variables (MV's) were used to estimate LVs in the proposed model. Indicators can be classified into two types: (a) reflective indicators which depends on the construct and (b) formative which causes the formation of or changes in an unobservable variable. SEM is more of a confirmatory technique but it can be used for exploratory purposes.

Further, SEM can simultaneously assess the relationship between constructs and measures the path model to test theoretical relationship. There are two approaches to estimate the parameters of SEM namely the covariance-based approach and variance based approach.

Covariance – based SEM attempts to minimize the differences in the sample covariance and those predicted by the theoretical model whereby the parameter estimation process to reproduce the covariance matrix of the observed measures. The variance- based approach on the other hand, focuses on maximizing the variance of the dependent variables explained by the independent ones. This works adopts the variance

based approach using Partial Least Square Regression (PLS). WarpPLS; a non-linear PLS software developed by Ned Koch was used for the analysis WarpPLS unlike software smart PLS or other PLS software is able to find non-linear relationships between latent variables.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1   Introduction

The chapter presents the results and discusses the findings of the study. If focuses on the response of the selected hotel staff in the Greater Accra Region, Ghana. The results specifically relates to job satisfaction, organization commitment and turnover intention of hotel employees in Greater Accra.

4.2   Results of the Questionnaire

4.2.1   Results of Questionnaire from general staff of selected hotels

4.2.1.1 Demographic Characteristic of Respondents

Issues covered under the background of respondents include the gender, age, highest educational level, marital status, salary, department and tenure. It was very necessary to enable the researcher describe the peculiar characteristics of the respondents as well as providing the basis for discussion of the findings.

Gender

The responses with regard to the gender of the respondents are presented in Figure 4.1.

On the gender of general hotel selected staff, the study revealed that 29.6% of the selected respondents were females with the remaining 70.4% were males. Generally, the hotels in the study area were predominantly males dominated. Thus, the assertion that hotel business in developing countries is predominated by males may not be entirely true but rather it's dependent on the industry or geographical location.
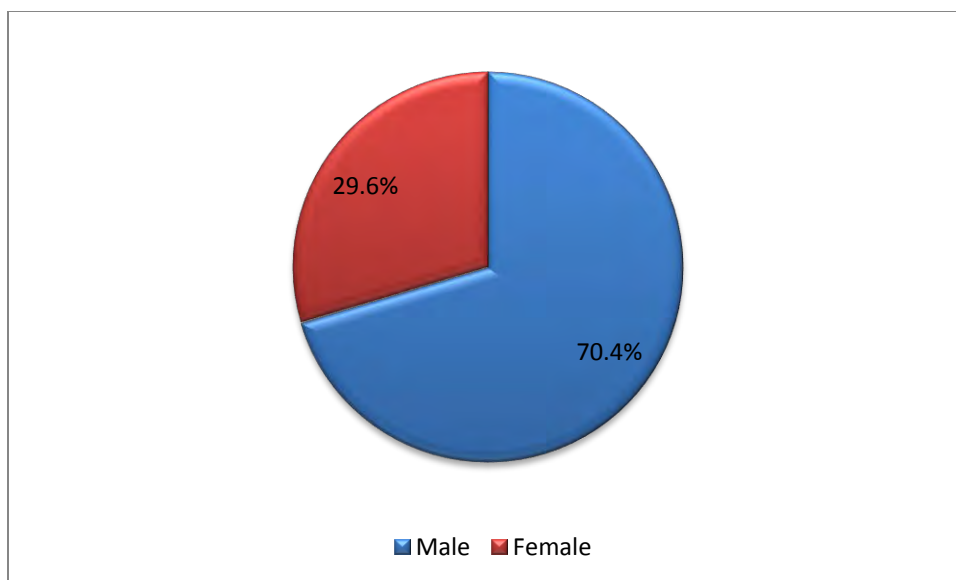
Figure 4.1: Gender Distribution of Respondents

Source: Field Data (2016)

Age

The responses with regard to the age distribution of respondents are presented in Figure 4.2. It clearly shows that the respondents were fairly distributed among the age brackets set out on the questionnaire. With regards, 38.0% of the respondents were less than 30 years, 27.2% of the respondents were between 31 to 40 years, 20.4% of respondents were between 41 to 50 years. The result also shows that removing 14.4% of respondents were between 51 to 60 years respectively. Comparing the age category of the selected hotels, it appeared that the average age of the respondents were between the ages of 31-40 years. Less than 30 years were massive involved in the hotel business.
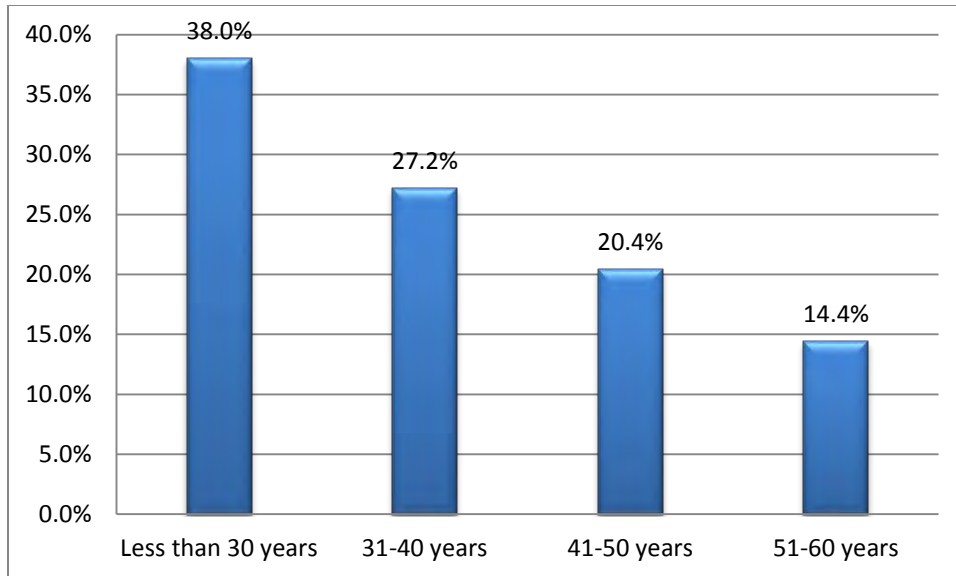
Figure 4.2: Age Distribution of Respondents

Source: Field Data (2016)

Highest Educational Level

The current study identify level of educational background of the respondents to ascertain their knowledge on the affect employees job satisfaction and other related issues. The percentages are outlined in Figure 4.3. According to the results, 8.8% of the respondents indicate their highest level of education was MSLC/JSS, 26.0% said O'level/JSS, 23.6% said A'level/Post-secondary. The results also show that 19.2% of respondents said their highest level of education was diploma /HND/ Professional Certificate, 14.8% said bachelor's degree and 7.6% indicated that they had a postgraduate degree. The pattern of highest educational levels attained by the hotels staff under study is in line with that of Emiroglu, et al., (2015) also found education to have a significant relationship with turnover intention and retention.
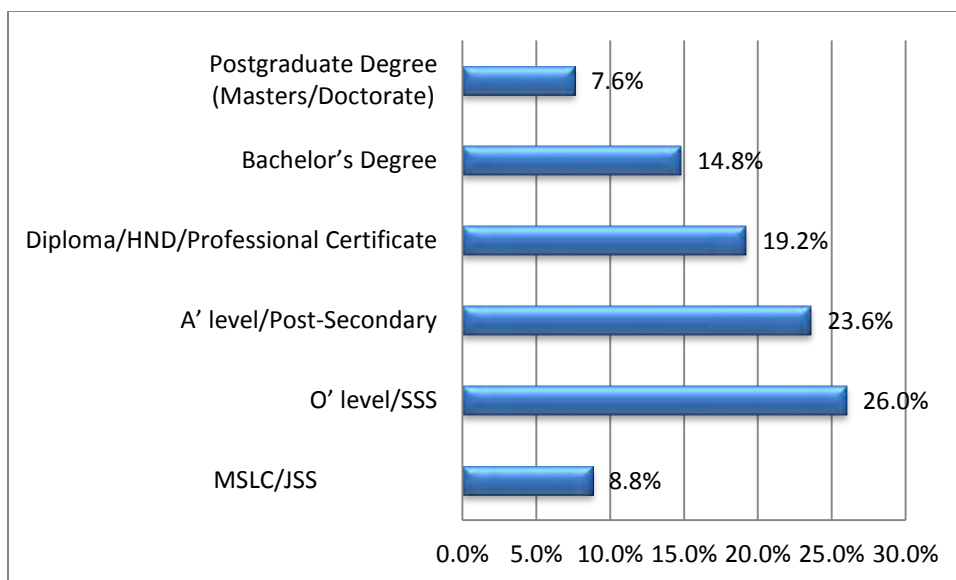
Figure 4.3: Highest Educational level of Respondents

Source: Field Data (2016)

Marital Status

The responses with regard to the marital status of respondents are presented in Figure 4.4. according to the results presented, 43.6% of respondents indicated that they were single, 46.8% indicated that they were married, 5.2% they were separated, 3.6% they were divorced and 0.8% were widowed. Emiroglu, et al., (2015), found significant relationship between marital status and turnover intention. The results also revealed that single employees had a higher turnover intention compared to married employees.
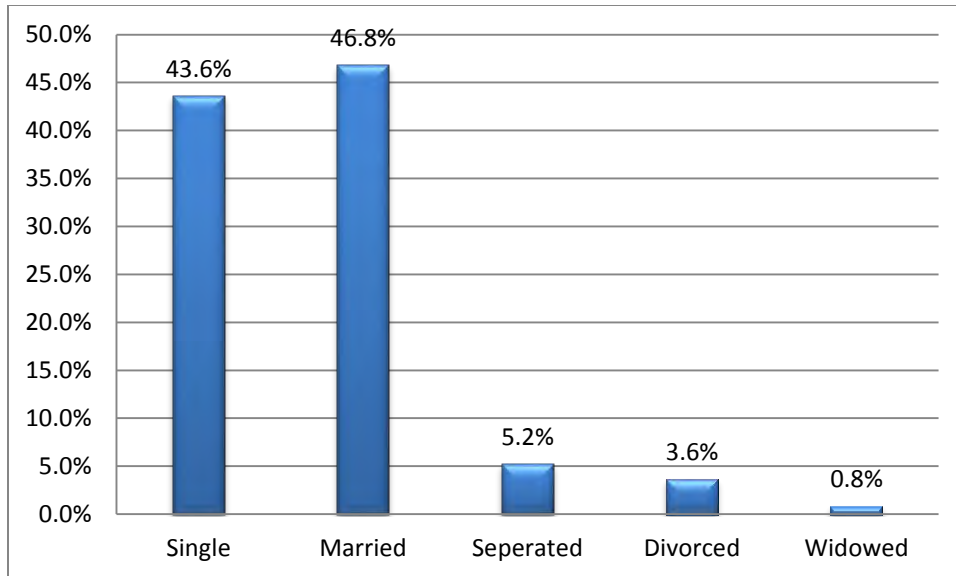
Figure 4.4: Marital Status of Respondents

Source: Field Data (2016)

Salary

The responses with regard to the salary category of the respondents are presented in Figure 4.5. according to the results, 25.6% of the respondents earn less than GH¢ 500. The results also show that 23.6% of respondents earn between GH¢ 501 to GH¢ 1.000., 13.6% earn between GH¢ 1001 to GH¢ 1500, 11.6% earn between GH¢ 1501 to GH¢ 2000, 10.0% earn between GH¢ 2001 to GH¢ 2500, 8.4% earn between GH¢ 2500 and GH¢ 3000 and 7.2% earn above GH¢ 3000.
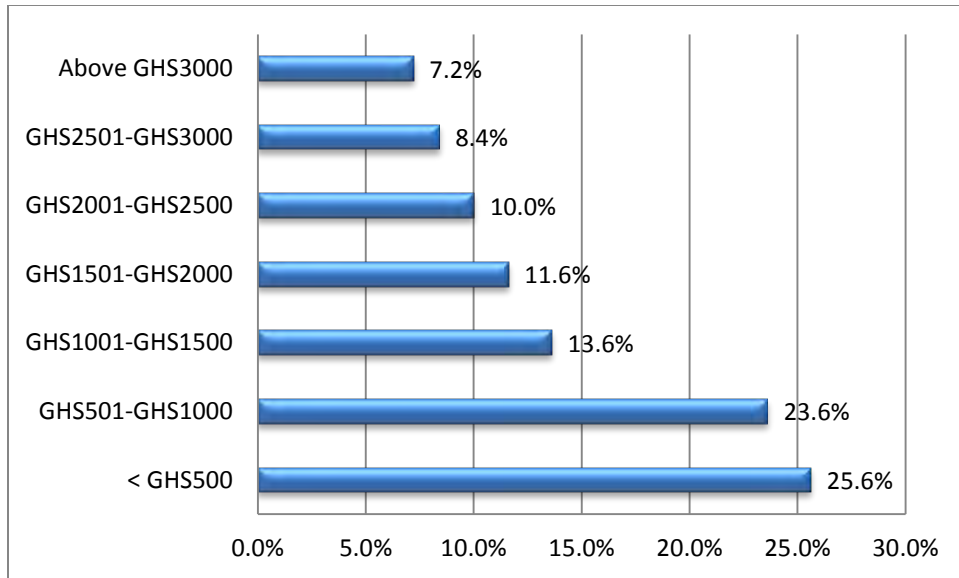
Figure 4.5: Salary of Respondents

Source: Field Data (2016)

Department

The responses from the respondents from various department of the hotel are presented in Figure 4.6. According to the results presented, 10.0% of the respondents from kitchen, 21.6% from Room service, 14.0% from front-desk, 18.8% said housekeeping, 11.2% from restaurant, 5.2% were also from security, 6.8% from management and remaining 12.4% from other side of the hotel department.
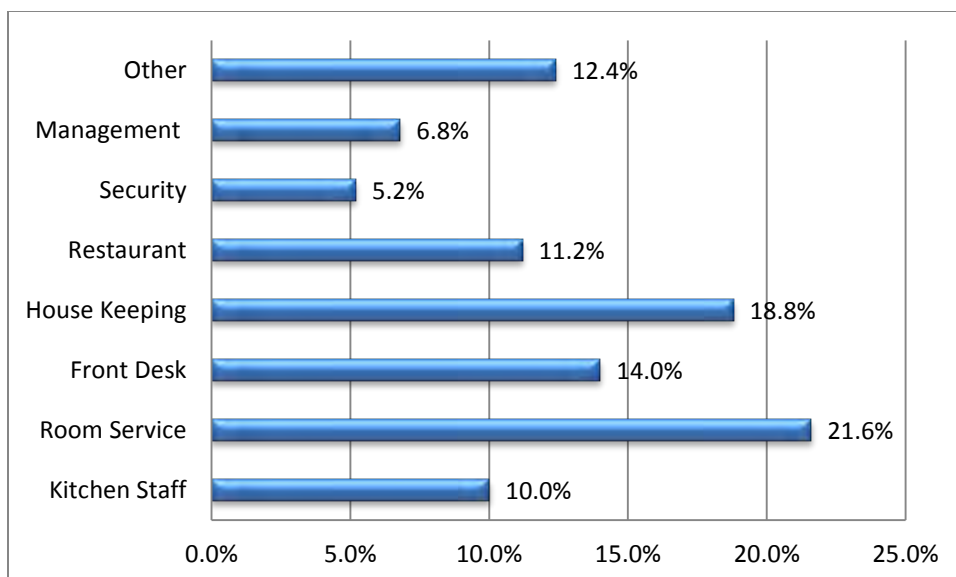
Figure 4.6: Department of Respondent

Source: Field Data (2016)

Tenure

The responses with regards to the tenure of the respondents are presented in Figure 4.7. according to the results, 20.8% of the respondents said less than 1 year, 27.6% said between 1 to 3 years, 20.4% said between 4 and 6 years, 16.4% said between 7 and 9 years and 14.8% of the respondents said less than 10 years. Collins and Ponniah (2014), examined the impact of employee tenure in turnover intention and retention. The results from their study revealed that, all the variables were significant in predicting turnover and intention.
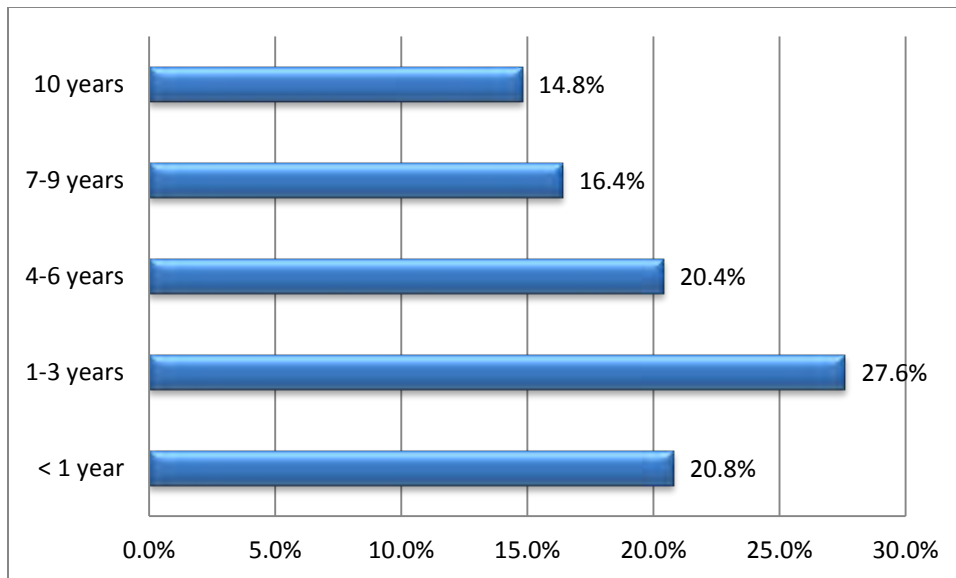
Figure 4.7: Tenure working in the hotel industry

Source: Field Data (2016)

4.2.1.2 Turnover and Demographic Variables

Results from the study showed a significant relationship between gender and turnover intention. It was observed from the results that female employee had a higher turnover intention compared to their male counterparts. The findings were consistent with findings of Emiroğlu et al. (2015) and Ramatu et al. (2014). The results however contradicted the findings of Collins and Ponniah (2014) who did not find a significant relationship between turnover intention and gender.

The results also show a significant negative relationship between turnover intention and age. This result implies that the turnover intention increases with decreasing age group. The results were consistent with findings of Emiroğlu et al. (2015), Collins and Ponniah (2014), Ramatu et al. (2014), Kubanza and Simatele (2015), Du Plooy and Roodt (2010), and Hayes (2015). The findings however contradicted the findings of

Akova et al. (2015) who did find a significant relationship between turnover intention and age in their study.

The results also showed that there was a positive significant relationship between the turnover intention and the highest educational level. The turnover intention of employees increases with higher educational qualification. The results are consistent with findings of Emiroğlu et al. (2015) and Hayes (2015) but contradicted the findings of Akova et al. (2015) and Du Plooy and Roodt (2010) who did find a significant relationship between turnover intention and highest educational qualification.

The turnover intention was also found to be predictive of marital status with single employees exhibiting the highest turnover intention. The results supported the findings of Emiroğlu et al. (2015) and Du Plooy and Roodt (2010) but however contradicted the Akova et al. (2015) who did not find marital status significant in predicting turnover intention.

The results also show an inverse significant relationship between turnover intention and salary. According to the results, the turnover intention decreases with increasing salary. The results supports the findings of O'Halloran (2012).

The results showed that there was a significant positive relationship between the department that employees worked in and turnover intention. From the results it was observed that room service employees exhibited the highest turnover intention. The findings are supported by the finding of Emiroğlu et al. (2015) who found department to be a determinant of employee turnover intention.

The results of the study also showed a significant inverse relationship between the tenure and turnover intention. According to the results, an increase in the tenure of an

employee would result in a decrease in the turnover intention. The findings of our study support the results of Emiroğlu et al. (2015), Collins and Ponniah (2014), Ramatu et al. (2014), Kubanza and Simatele (2015), and Hayes (2015) who found a significant relationship between turnover intention and tenure.

Table 4.1: Independent t-test between Turnover Intention and demographic Variables

Demographic Variable	Category	Mean	t-statistics
Gender	Male	2.72	5.94[*]
	Female	2.91	
Age	Less than 30 years	2.47	-3.85[*]
	31-40 years	2.64	
	41-50 years	2.82	
	51-60 years	2.96	
	Less than 30 years	3.07	
Highest Educational Level	MSLC/JSS	2.38	4.75[**]
	O' level/SSS	2.44	
	A' level/Post-Secondary	2.63	
	Diploma/HND/Professional Certificate	2.72	
	Bachelor's Degree	2.86	
	Postgraduate Degree	3.06	
Marital Status	Single	3.94	7.89[**]
	Married	2.33	
	Separated	3.11	
	Divorced	2.94	
	Widowed	2.52	
Salary	< GHS500	2.26	-5.43[**]
	GHS501-GHS1000	2.59	
	GHS1001-GHS1500	2.88	
	GHS1501-GHS2000	2.94	
	GHS2001-GHS2500	3.02	
	GHS2501-GHS3000	3.14	
	Above GHS3000	3.41	
Department	Kitchen Staff	2.35	6.52[*]
	Room Service	3.18	
	Front Desk	3.05	
	House Keeping	3.11	
	Restaurant	2.91	
	Security	2.97	
	Management	2.03	
	Other	2.83	
Tenure	< 1 year	2.88	-1.62[*]
	1-3 years	2.97	
	4-6 years	2.90	
	7-9 years	2.84	
	10 years and above	2.89	

Source: Computed from administered questionnaires using SPSS (2016)

4.2.1.3 Job Satisfaction and Turnover Intention

Results from the correlation analysis shows that there is a significant negative relationship between turnover intention and job satisfaction (r = -0.669, p < 0.01). The results of this study are consistent with findings by Medina (2012), Mbah and Ikemefuna (2012), Olusegun (2013), Mahdi *et al*. (2012), Shah and Jumani (2015) and Saeed *et al*. (2014).

The content of the table 4.2 clearly presents the correlation analysis between job satisfaction and turnover intentions.

Table 4.2: Correlation analysis between job satisfaction and turnover intention

	Turnover Intention	
	Pearson's Correlation	**Sig.**
Job Satisfaction	0.009	-0.669

Source: Field Data (2016)

4.2.1.4 Organizational Commitment and Turnover Intention

The results also show a significant negative relationship between turnover intention and organization commitment (r = -0.743, p < 0.01). The findings from the study support the findings of Yousaf et al. (2015), Ahmed and Hidayat (2015) and Ponnu and Chuah (2010).

Table 4.3: Correlation analysis between organisational commitment and turnover intention

	Turnover Intention	
	Pearson's Correlation	**Sig.**
Organisational Commitment	0.003	-0.743

Source: Field Data (2016)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1   Introduction

The chapter focuses on the finding of the study, conclusions drawn from the main findings and finally submits recommendations. It's constituted into three main sections. The first section which deals with the summary looks at summary of the main findings emanating from the data collected from the field as well as the contribution. This study by knowledge on the phenomenon under studied. The second section concentrates on conclusions of the study with specific reference to the main findings drawn from the study. The last section has to do with the recommendations to address the issues emerging from the study and recommendation for further study.

5.2   Summary of Findings

- The study showed a significant relationship between gender and turnover intention. The study also shows a significant negative relationship between turnover intention and age. The results also showed that there was a positive significant relationship between the turnover intention and the highest educational level.

- The turnover intention was also found to be predictive of marital status with single employees exhibiting the highest turnover intention.

- The study also shows an inverse significant relationship between turnover intention and salary. According to the results, the turnover intention decreases with increasing salary.

- The study revealed that there was a significant positive relationship between the department that employees worked in and turnover intention.

- The study showed a significant relationship between job satisfaction and turnover intention. There was indication that job satisfaction and turnover intention were inversely related which implies that employees that have a higher job satisfaction are less likely to leave the hotel compared to employees with a low job satisfaction.

- The findings revealed a significant inverse relationship between organization commitment and turnover intention. This implies that an increase in organization commitment would results in a decrease in the turnover intention of employees. Hence employees that are more committed to the hotel that they work in are less likely to leave.

5.3   Conclusion

This study provided a more comprehensive theoretical understanding of the impact of organization commitment and job satisfaction on turnover intention among hotel staff. Our findings demonstrated the importance of understanding the turnover intention among staff in order to improve organizational career growth. It is believed that managers should provide employees with more support for their daily life and work, and the result of this study also proposed certain specific policies be established by the managers in effort to increase opportunities for the organizational career growth, so that hotel employees are willing to stay in the current employment.

5.4   Recommendations

Based on the findings of the study, the study makes the following recommendations.

- There is the need for management to establish good and effective retention strategies that would power employees through attending workshops, conferences and other forms of training to boost their capabilities and performance.

- Management should come out and state the promotion opportunities available to the understanding of employees in order to provide clear career path for employees as most of them were discouraged by the lack of promotion opportunities.

- Management should recognize and acknowledge the contribution hardworking and devoted staff make to the company by developing and implementing a job evaluation measure for its employees. Sometimes when an employee achieves something, just a handshake or a pad on the back or simply congratulating the person can go a long to encourage and motivate the employee to do more.

- Employee with higher educational background should be given challenging jobs in order to utilise their skills and experiences to the benefit of the company.

- Management should involve employees in the decision making process of the organisation. Once employees are involved in the decision making process they would be willing to put in more effort in the organisation's activities thereby increasing their level of affective commitment.

- Management should conduct surveys in order to understand the perception employees have about their jobs and also some practices within the organisation which disheartens employees with regard to performance.

- There is also the need for provision of equipment's and other requisite materials and facilities to enable employees perform their work adequately. The condition of service of an organisation has a remarkable effect on employees' loyalty levels as well as their job performance levels. Once employees have the requisite facilities for the job coupled with a conducive environment to work in then we can rightly say that one of the job satisfaction needs of employees have been met.

- There is the need for the improvement of supervision by employing and appointing highly qualified supervisors who can spell out the job description to employees and also motivate employees to work hard. Supervisors have to make themselves approachable as possible to foster an employee-supervisor relationship.

- Management must provide clear direction to ensure employees work towards the goals of the organisation.

- Support from management should also include recognition and feedback given to employees on their performance, ultimately leading to greater feelings of importance and level of responsibility towards the organisation due to the employee being offered an opportunity to use their innovation and skill to the advantage.

- It is recommended that management of hotels can reduce employee turnover intention by creating structures that make employees proud of and identify with

the organisation. At organization level, managers should build a respectable corporate culture and image that will position them with the Organisations as employers of first choice where prospective and incumbent employees will be proud to work and build a long lasting career.

- It is strongly recommended that organisations consider effective approaches to assist in ensuring the continued engagement and retention of employees to achieve their personal and organization goals efficiently and effectively.

- It is also recommended that management should follow a strategic approach. That requires a continuous diagnosing of the antecedents of work engagement and turnover intentions, supported by the development of a targeted and well-structured retention approach.

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APPENDIX

QUESTIONNAIRE

Dear Sir/Madam,

I am a student of University of Education Winneba conducting a study on the **"Job Satisfaction, Organization Commitment and Turnover Intention Of Hotel Employees in Greater Accra"** This questionnaire has been designed to solicit information for purely academic purposes. I would be grateful if you could provide answers to the following questions. All the information you provide would be treated with the utmost confidentiality.

INSTRUCTION: Please tick ☑ the desired answer where applicable and answer the questions as accurately as you can.

Section A: Demographic Characteristics

1. Gender: ☐ Male   ☐ Female

2. Age:

   ☐ Less than 30 years   ☐ 41-50 years

   ☐ 31-40 years   ☐ 51-60 years

3. Highest educational level:

   ☐ MSLC/JSS

   ☐ O' level/SSS

   ☐ A' level/Post-Secondary

☐ Diploma/HND/Professional Certificate

☐ Bachelor's Degree

☐ Postgraduate Degree (Masters/Doctorate)

4. Marital Status:

☐ Single   ☐ Divorced

☐ Married   ☐ Widowed

☐ Separated

5. Salary:

☐ < GHS500   ☐ GHS2001-GHS2500

☐ GHS501-GHS1000   ☐ GHS2501-GHS3000

☐ GHS1001-GHS1500   ☐ Above GHS3000

☐ GHS1501-GHS2000

6. Department:

_____

7. Tenure:

☐ < 1 year   ☐ 7-9 years

☐ 1-3 years   ☐ 10 years and above

☐ 4-6 years

Section B: Job Satisfaction

Kindly select the response of your choice

1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

S/N	Statement	Likert Scale				
		Pay				
JS1	In my opinion the pay here is lower than other companies	1☐	2☐	3☐	4☐	5☐
JS2	My pay is low and compensation with what others get to similar work in other organisations	1☐	2☐	3☐	4☐	5☐
		Work				
JS3	My work is satisfying	1☐	2☐	3☐	4☐	5☐
JS4	I am really doing something within in my job	1☐	2☐	3☐	4☐	5☐
JS5	Work gives me a sense of accomplishment	1☐	2☐	3☐	4☐	5☐
		Supervision				
JS6	My supervisor really tries to get our idea about things	1☐	2☐	3☐	4☐	5☐
JS7	My supervisor gives us credit and praise for work well done	1☐	2☐	3☐	4☐	5☐
JS8	My supervisor has always been fair in dealing with me	1☐	2☐	3☐	4☐	5☐
		Promotion				
JS9	There are plenty of good opportunities here for those who want to get ahead	1☐	2☐	3☐	4☐	5☐
JS10	The hotel has a fair promotion policy	1☐	2☐	3☐	4☐	5☐
JS11	My opportunities for advancement are limited	1☐	2☐	3☐	4☐	5☐
		1☐	2☐	3☐	4☐	5☐
		Co-workers				
JS12	My co-workers are pleasant	1☐	2☐	3☐	4☐	5☐
JS13	My co-workers are friendly	1☐	2☐	3☐	4☐	5☐

Section C: Organizational Commitment

Kindly select the response of your choice

1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

S/N	Statement	Likert Sale				
Affective Commitment						
AC1	I would be very happy to spend the rest of my career in this organization	1☐	2☐	3☐	4☐	5☐
AC2	I really feel as if this organization's problems are my own	1☐	2☐	3☐	4☐	5☐
AC3	I do not feel like 'part of the family' at my organization	1☐	2☐	3☐	4☐	5☐
AC4	I do not feel 'emotionally attached' to this organization	1☐	2☐	3☐	4☐	5☐
AC5	This organization has a great deal of personal meaning for me	1☐	2☐	3☐	4☐	5☐
AC6	I do not feel a strong sense of belonging to my organization	1☐	2☐	3☐	4☐	5☐
Normative Commitment						
NC1	I do not feel any obligation to remain with my current employer	1☐	2☐	3☐	4☐	5☐
NC2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1☐	2☐	3☐	4☐	5☐
NC3	I would feel guilty if I left my organization now.	1☐	2☐	3☐	4☐	5☐
NC4	This organization deserves my loyalty.	1☐	2☐	3☐	4☐	5☐
NC5	I would not leave my organization right now because I have a sense of obligation to the people in it.	1☐	2☐	3☐	4☐	5☐
NC6	I owe a great deal to my organization.	1☐	2☐	3☐	4☐	5☐
NC7	I do not feel any obligation to remain with my current employer	1☐	2☐	3☐	4☐	5☐

S/N	Statement	Likert Sale				
Continuance Commitment						
CC1	It would be very hard for me to leave my organization right now, even if I want to.	1☐	2☐	3☐	4☐	5☐
CC2	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1☐	2☐	3☐	4☐	5☐
CC3	Right now, staying with my organization is a matter of necessity ever as much as I desire to leave.	1☐	2☐	3☐	4☐	5☐
CC4	I believe that I have too few options to consider leaving this organization.	1☐	2☐	3☐	4☐	5☐
CC5	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1☐	2☐	3☐	4☐	5☐
CC6	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1☐	2☐	3☐	4☐	5☐

Section D: Turnover Intention

Kindly select the response of your choice

1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

S/N	Statement	Likert Scale				
TI1	I often think about quitting my job	1☐	2☐	3☐	4☐	5☐
TI2	I consistently and actively search for new job openings (online, newspapers, friends, Television.)	1☐	2☐	3☐	4☐	5☐
TI3	I have responded to job vacancies in the past three months.	1☐	2☐	3☐	4☐	5☐
TI4	I have attended job interviews in the past three months.	1☐	2☐	3☐	4☐	5☐

Thank you for your participation and cooperation!!!