UNIVERSITY OF THE EDUCATION WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

EMPLOYEE TURNOVER IN THE HOSPITALITY INDUSTRIES IN GHANA:

A CASE STUDY IN THE EASTERN REGION

EMELIA BOAFO

2022

UNIVERSITY OF THE EDUCATION WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

EMPLOYEE TURNOVER IN THE HOSPITALITY INDUSTRIES IN GHANA:

A CASE STUDY IN THE EASTERN REGION

BY

EMELIA BOAFO

1144321

A thesis submitted to the Department of Hospitality and Tourism Education, School of Research and Graduate Studies, University of Education, Winneba, in partial fulfilment of the requirements for the award of Masters of Technology Education (Catering and Hospitality) degree

FEBRUARY, 2022

DECLARATION

CANDIDATE'S DECLARATION

I, **EMELIA BOAFO**, hereby declare that this project work is the result of my own effort and that no part of it has been presented for another certificate in the University or elsewhere

CANDIDATE SIGNATURE ……………………   DATE………………………

SUPERVISOR'S DECLARATION

I hereby declare that, the preparation and presentation of this project work was supervised in accordance with the guidelines on supervision of the project work laid down by the University of Education, Winneba-Kumasi

SIGNATURE:…………………………………   DATE:………………………

DR. ELLEN OLU

DEDICATION

I dedicate this thesis to God Almighty for giving me strength, courage and knowledge for the work. I also dedicate this work to my dear husband, Mr Seth Okyere Amo for her inspiration and support.
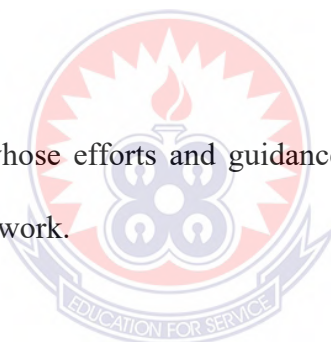
ACKNOWLEDGEMENTS

My first thanks go to Almighty God for the opportunity given me to go through this programme successfully.

Again, I wish to thank my lovely mother, Mrs Doris Yeboah and my lovely father Kwadwo Yeboah for their support, and advice during the course of my study. I would like to express my sincere gratitude to my colleague at work Mrs Abena Yeboah Bampo, my grandfather Fred Ohene Frimpong, who has been my source of inspiration and those who encouraged me when things were tough.

I wish to express my appreciation and thanks to my supervisor, Dr. Ellen Olu of the Department of Hospitality and Tourism Education in the College of Technology Education, Kumasi.

Finally, I thank all those whose efforts and guidance has made it possible for me to come out with this research work.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The general purpose of the study was aimed at bridging the knowledge gap on employee turnover in hotels and restaurants in New Juaben South municipal. The study adopted descriptive research design, with quantitative approach. The study population comprises management and staff of selected hotels of the hospitality industries in the Eastern region. The study adopted stratified random sampling to select the population of the study. A self-administered questionnaire was used to collect data from the workers for the study. The quantitative data collected using the questionnaire was analysed using descriptive statistics in the form of frequency distributions, graphs and charts. Among the three objectives, the employees agreed that organisational factors affect the rate of employee turnover in the hotel industry in Koforidua. Specifically, 52.6% of the respondents agreed that the manager's style of leadership contributes to a greater extend to the rate of employee turnover. With regards to implications of remuneration and rewards on employee retention, majority (55.1%) of the respondents disagreed that they are paid on their performance, on open door policy for renegotiation of payment packages majority (63.8%) of the respondents agreed to the statement. With regards to strategies to addressing employee turnover, from the findings majority (83.6%) of the respondents agreed that better working conditions is a strategy to retain employees in hotel industry. The study concluded that the hospitality industry can benefit on open door policy, and regular performance appraisals are necessary but they are only beneficial if undertaken fairly. The study also concluded that a conducive working environment is key in improving employees' morale and retaining them. The study recommends that establishment sound and effective retention strategies provision of better working conditions, establishing good communication lines between management and employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Employee turnover means the percentage of employees who opt to leave the company and join the other companies. The workforce or labour force is a group within the organisation that is undeniably one of the most important factions that contributes to its success. According to Ellis (2000), "the employees who work for the company, performs necessary task to make the company function and are responsible for the profit and growth of the company". A major human resource problem faced by many organisations is that of understanding and managing labour turnover. Kysilka and Csaba (2013) states that "a major issue for many companies in the world; labour turnover is one of the unorganised forms of industrial conflict, it is a retreat by employees usually from unsatisfactory situations; correctly indicated, employee turnover has negative effects on organisations because it increases the cost for the employer, especially in jobs offering higher extensive education an on-the-job training" (p.37).

As stated by DiPietro and Condly (2007), "the expensive high costs of employee turnover constrained hospitality operators to break down avoidable and voluntary employee turnover and improve the retention rates of employees". Hence it is increasingly important for hospitality operators to understand the reason behind the high employee turnover rate. According to Ganesha and Abubakkar (2017), "human resource is the important asset to every organisation and the success is entirely dependent on this resource". There are several routes through which a business may improve the effectiveness of their employees, such as through periodic training

1

programs, constant motivation, employee empowerment, promotion and adequate incentives, etc. This may often require a business to spend a significantly large amount of resources; even after this, the organisations face the threat of high employee turnover rates and thus create a problem of low employee retention rates (Ganesha, 2017).

As written by Baum (2002) "employee turnover has been a major concern for organisations especially in the service sector due to the sleepless nights it gives to service sector employers". The tourism industry which finds itself in this sector and being the world's fastest growing industry (Baum, 2002) has not been spared of this phenomenon. It is as exposed as any other to the forces of turnover. Hospitality managers must understand the factors that have a significant potential to predict turnover and affect the performance of an industry. According to Marshall, Mottier and Lewis (2016) "hospitality leaders are in need of strategies and policies to maintain an adequate workforce and improve employee engagement, motivation, job satisfaction, and work environment within industry" (p.123). According to Tsai, Bernacki and Lucas (2013) "employee turnover is a highly complex and dynamic process in a scenario where the world is trying to sustain economic development and to maintain a steady growth on business".

As stated by Adnan (2012) "employee is an integral part of any business and therefore businesses would be abortive without them. In many parts of the world today, employee turnover is always taken as a downbeat aspect by any organization. The massive disadvantage of employee turnover is that it has direct effect not only on production but also on the profit in the future in long run; Employee turnover also has a negative effect on the working culture and learning environment of any organisation" (p.75).

Employees no longer feel the sense of company loyalty that once existed. In an article by the Employment Policy Foundation (2004), it is highlighted that in the United States, for the twelve months ending August 2004, average employee turnover costs reached $13, 355, up 6.8% from its December 2002 level. Employment Policy Foundation (2004) reports that too many service companies face employee turnover rates of 50% to 100% per year or even higher.

Furthermore, as stated by Ologunde, Asaolu and Elumilade (2006) available "evidence indicates that service sector workers quit their jobs usually as a result of unsatisfactory situations such as low motivation, low pay and poor conditions of service" (p.47). Allen and Bryant (2018) also indicate that "organisations in the United States spend 30% to 50% of the annual budget for entry-level employees in terms of salaries. For middle-level employees they could spend up to 150% of the salaries annually and for replacements in management positions, they could spend as high as 400%% of the annual salary". Vnouckova and Klupakova state that, it's most important for managers to educate employees to stay; prolificacy is more likely to increase if an organisation retains steady, long-term employees because of increased employee loyalty (Vnouckova et al., 2013).

In Africa alone, according to Nwagbara, Oruh, Ugorji, and Ennsra (2013), "employee turnover has proven to be a major headache to employers especially in organisations in the service sector; the hospitality industry being one of the world's fastest growing industries is mainly affected by this trend, that is, the occurrences of employee turnover" (p.13). As stated by Allen et al., (2018) "with the sector experiencing growth even in developing countries, an urgent demand for personnel who are devoted to the

undertakings of the industry has been created; as it has been noted, developing countries have mainly focused on providing the much of the needed hardware in the industry, such as hotels, tourist attractions, transportation and communication". The training of staff as well as the accomplishment of effective human resource practices to amplify the welfare of workers has been in acquiescence much lower antecedence in a bid to develop facilities. This has yielded in a deficit of skilled and satisfied personnel in the industry. According to (Deloitte, 2014) "employee turnover is said to be draining Kenyan organizations billions of shillings because of decreased efficiency; Employee turnover is projected to be over five billion shillings in a single year" (Deloitte, 2014). Akinyomi (2016) also state "the cost of employee turnover and its bearing on productivity alone is a massive blow for any human resource manager as well as the entire organization. This can be explained by the delay of services delivery during the waiting period for replacement staff to arrive; In addition, production losses are likely to be experienced while assigning and employing the replacement staff" (p.105).

In Ghana, the economy is surrounded with much uncertainty and therefore lacks an unemployment insurance system that would otherwise be persuadable to pay serious attention for job security as an employee retention aspect. According to Mintah-Prempeh, Commey and Kuuder (2015), "the tourism industry is not just a giant service industry but an aggregate of service sectors made up of an amalgam of service industries or organizations; owing to its heterogeneity, the tourism industry has to be seen as a grouping of service-related organizations" (p.3). The tourism and hospitality industry as indicated by Akyeampong (2006), "is said to have moved from the side lines to the centre stage of socio-economic strategies and is emerging as a key component of what is known as non-traditional export sector with potential for foreign

4

exchange, employment and income generation". Hospitality workers often work for long hours in poor working environments and this makes them feel that they are unappreciated by either the companies they work for or the patrons they serve, leading them to leave the industry to look for more personally fulfilling jobs. Abassi and Hollman (2000) stressed that "the managers must recognise that employees as major contributor to the efficient achievement of the organisation's success; Furthermore, highly motivated and performing individuals are the crucial factors of the organizational productivity; therefore, there is need to develop a thorough understanding of the employee turnover from the perspective of causes, effect and strategies to minimise turnover" (p.33).

1.2 Statement of the Problem

Employee turnover damages the consistency in the standardised services provided by the hotels. The direct and in-direct cost associated, turnover ratio directly affects the profitability of the hospitality industry. So this basically low employee turnover gives organisation a competitive advantage over others. The hospitality industry is a labour-intensive one. Thus, of all the resources available to hospitality managers, none are of greater value than human resources. The employees of a hotel and restaurant are important stakeholders in the organisation, unfortunately after barely resources have been used in recruiting, training and developing, they leave the company for other companies. Employee turnover in the hotel and restaurants industry is expensive and disrupts business operations because of the additional overhead cost of hiring and training new employees. Employee turnover has drained barely resources of hotel and restaurants in Eastern region, Koforidua municipal to be precise, as the services of the lost employees are no longer available to be utilised. The problem of employee turnover

5

raises a lot of concern in the company. However, employers leave the company with reasons, if the needs of employees are properly addressed; employee turnover is not likely to rise, the risen level of employee turnover implies some job dissatisfaction.

The problem is hospitality (hotels) lose substantial profits from the direct and indirect costs of employee turnover. The problem addressed in this study was that employee turnover is prejudicial to the competitiveness and profitability of organisations in the hotel and restaurants business. The specific business problem addressed is that these company leaders do not know the relationships between employee compensation, employee engagement, employee motivation, job satisfaction, work environment, and employee turnover. The issue is some hotel and restaurants managers lack strategies to reduce employee turnover. The high turnover of employees in the hotel and restaurant industry and the subsequent negative effects these turnovers have on long-term sustainability and profitability. This trend is very alarming and needed to be evaluated in order to determine the factors that were affecting employee retention as well as the strategies to retain the employee.

Ghana has relatively an expanding employment rate in the hospitality industry, especially the hotels and catering services as well as the restaurants. However, the sector is unregulated in terms of employment standards. This has gone a long way to affect the productivity rate of most of the facilities within the sector. The hospitality industry in Eastern region over the years has suffered from the expense of a high employee turnover rate among employees, particularly in recent times, bringing an attention on the understanding about its critical causes are yet to research into. Owing to the fact that employees turn to leave their existing organisation due to the prospect of

6

getting better condition of service elsewhere, however theoretical and empirical studies on employee turnover have been carried out in the developed countries but very little documented studies has been done in Ghana and specifically in the hospitality industry in the New Juaben South of the Eastern region to ascertain the causes of rampant labour turnover in the industry. Hence this study seeks to investigate the causes of turnover, and to suggest measures to reduce turnover rates in the hospitality industry in Eastern region.

1.3 Main Objectives

The main objective of the study is aimed at bridging the knowledge gap on employee turnover in hotels and restaurants in New Juaben South municipal. The aforementioned issues led to the following specific objectives;

1.3.1 Specific Objectives

1. To identify the various factors that contributes towards the high employee turnover rates within the hospitality industry.

2. To analyse the implications of remuneration and rewards on employee retention.

3. To find out measures or strategies to address employee turnover in the hospitality industries.

1.4 Research Questions

1. What are the factors contributing to employee turnover within the hospitality industry in Koforidua?

2. What is the implication of the remuneration and rewards on employee retention?

3. What are the measures or strategies to addressed employee turnover in hospitality industries?

1.5 Significance of the Study

The findings of the study will provide the management of hospitality industry and other similar firms with useful information on the causes of turnover and strategies in addressing it, among employees in the industry. The findings will also highlight the measurement of the benefits of employee-retention programmes and compare those benefits to the programmes costs. The hospitality industry (hotel and restaurants), makes one of the significant industries in Ghana. Understanding the problem of employee turnover and putting in place effective and efficient mitigating factors in place would benefit Ghana hotel and restaurants are one of the major companies in the hospitality industry of this country. The findings may be beneficial to managers of the industry concerned with high employee turnover rates by implementing strategies and policies to retain skilled workers while increasing organisation profitability. The findings from this study may allow industry managers to promote a positive social change by the identification and implementation of initiatives and programs, and strategies that could reduce turnover intention, thereby leading to reduced.

1.6 Limitations of the Study

The study was confined to the Koforidua municipality of the Eastern Region of Ghana hence generalisations and conclusions would not be accurate and meaningful in a national context because of the limited sample. Also in identifying management respondents, no difference was made between owner-managers and employee-managers and so all managers were treated the same. This study is based on the data furnished by

8

the respondents and the observations made by the researcher during the survey. An element of personal bias may affect the data to some extent. The sample size is definitely small too. Further, the results of this study may be applicable only to areas similar to that of the study area.

1.7 Delimitation of the Study

The research was delimited to only the hotels sector of the hospitality industry. Therefore, other facilities of the hospitality organisation, for example, restaurants, fast food and chop bar facilities were excluded. Non-licensed hotels were also excluded. Further, only the hotels in the Koforidua area make up the research area, leaving out all other hotels in the Eastern region. Also, the licensed hotels that were used for the study comprised those that had been licensed as at the time of the study. Thus, it is possible that new hotels might have sprung up and licensed which were not included in this study.
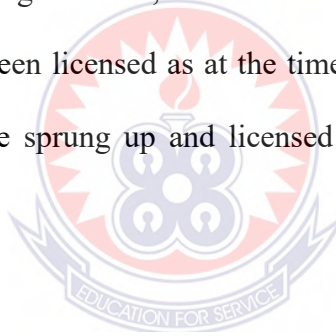
1.8 Organisation of the Study

The study is made up of five chapters. Chapter one which is the introduction comprises the background and general concept, statement of the problem, purpose and specific objectives of the study, research questions, significance of the study, delimitation and general layout of the study. Chapter two of the study which is the literature review, which highlights on relevant scholars, works in relation to the topic. Chapter three in the methodology, which comprises research design, population, sampling and sampling technique, data collection instruments, data analysis and ethical consideration. Chapter four of study is presentation and discussions which elaborate on findings and the final

chapter which is chapter five is made up of summary, conclusion, recommendation and suggestion for future studies.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter expounds on 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.

2.2 Theory of Motivation

The theories of motivation maybe categorised according to their definitions and purpose but critical analysis reveal that they are all linked, they lead to serving satisfaction in employees. The use of both content and process theories must be put into practice to motivate employees effectively. In extrinsic motivation, the factors (hygiene's) that satisfy lower-level needs are different from those (motivators) that satisfy or partially satisfy higher level needs. If hygiene factors (factors outside the job itself, such as working conditions, salary and incentive pay) are inadequate, employees become dissatisfied. Locke (as cited by Saari and Judge, 2004) defined motivation as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences". This definition draws attention to two aspects, in particular, namely the emotional attachment an employee has to their job, and the deliberate review of an employee's work by the employer.

According to David and Anderzej (2010), "motivation can be understood as cognitive decision making in which the intension is to make the behaviour that is aimed at

11

achieving a certain goal through initiation and monitoring". Badubi (2017) points out that "at work places, reviews are done using appraisals and appraisals at work have predetermined standards, and their outcome may provoke an emotional reaction in the employee, and this reaction will determine how satisfied or dissatisfied an employee is. Good marks in reviews may reflect that an employee is satisfied and bad marks may reflect the opposite. In every employee, motivation maybe because outside factors (extrinsic) such as rewards or within an individual (intrinsic), desire to do better".

Instead of relying on hygiene's, as indicated by Dessler, Barkhuizen, Bezuidenhout, Braine and Plessis (2011), "the manager interested in creating a self-motivated workforce should emphasize job content or motivation factors; managers do this by enriching worker's jobs so that the jobs are more challenging and by providing feedback and recognition". According to Smith & Cronje (1992), "the way Maslow's theory is explained relies on the fact that people want to increase what they want to achieve in life and their needs are prioritized according to their importance". Deducing from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them a reasonable degree of satisfaction (Saif, Nawaz, Jan and Khan, 2012). To understand underpinnings to motivation, first explore what job satisfaction means because motivated employees will have a job satisfaction. According to Kumar and Singh (2011), "job satisfaction (or the lack thereof) depended on the employee's perception of the degree to which his work delivers those things that he desires how well outcomes are met or expectations perhaps even exceeded" (p.12).

Notwithstanding the actual circumstances and situation, job satisfaction is an emotional response that cannot be seen, only induced. Jehanzeb, Rasheed, Rasheed and Aamir (2012) held a similar view, defined job satisfaction as "a sensation employees have

12

about their work environment and their expectations toward work" (p.274). Depending on the rewards and incentives employees receive and management's motives for giving those employees will respond to their work environment by being productive. According to Badubi (2017), "organisations must be seen to support employees in their daily work in order to bring about loyalty and improve retention by removing elements that may create dissatisfaction, while bearing in mind that in a heterogeneous environment, with male and female employees from different age groups, generations, and (to a certain extent) backgrounds, and with varying qualifications or experience, no single element will produce either universal approbation or collective disapproval".

2.3 Overview of hospitality industry

The hospitality industry represents one of the most dynamic and thriving industries in Africa, precisely West Africa as well as in countries all over the world. Some countries, such as the United States, have retained a large tourism industry that supports activities that have shaped the country's economy. According to Teng (2013), "the hospitality industry as an organisation with a purpose to satisfy a full range of needs such as food, beverages, and accommodations; the hospitality industry involves frequent guest host interactions and hospitality organisations that cater to the needs of a diverse group of people". The hospitality industry according to Knani (2014) remains a billion-dollar industry that depends on the disposable income and availability of its customers.

According to Ruizalba, Bermúdez-González, Rodríguez- Molina, and Blanca (2014) "the hospitality industry consists of various service fields that include lodging, restaurants, event planning, theme parks, transportation, cruise lines, and others. Numerous groups of employees run these establishments with various responsibilities,

13

such as directors of operations, management or leadership roles, human resources facility maintenance, and marketing positions". Vasquez (2014) added "the hospitality and tourism industry provides many jobs around the globe and extensively contributes too many countries' gross domestic product (GDP)". The hospitality industry is made up of production and service dimensions, the creation and delivery of services from the hotel to the customer are dependent on the employees (Faldetta, Fasone, and Provenzano, 2013). Accordingly, Faldetta et al., (2013), indicate that "the seasonal nature of the hospitality industry remains a significant reason behind the high turnover rates".

Brown, Thomas, and Bosselman (2015) opines that "a significant need for industry leaders is to learn better management techniques that would aid in retaining the most valuable, well-trained employees, effectively helping the industry compete in the hospitality market with ease". Reduction of the employee turnover rate could universally help the hospitality industry and the economy in the globalised world. Globalisation has created business mobilisation opportunities for individuals that are beneficial for the hospitality industry (Grobelna, 2015). The travel and tourism economy contributes trillions of dollars to the international GDP; at a global level, experts anticipate profits and revenues from the tourism and hospitality industry will continue to grow (Vasquez, 2014). The hospitality industry employs 7 millions workers worldwide (Grobelna, 2015). The hospitality industry has already surpassed other industries, such as agricultural science, mining, and even retail, in its contribution to international GDP and the number of people working for the industry.

2.4 Employee turnover

According Awang, Amir, and Osma (2013), "turnover intention is the behavioural attitude of a person desiring to withdraw from an organisation and is an effective predictor of actual turnover". Similarly, McShane and Glinow (2000) defines "turnover as the process in which employees leave the organization and have to be replaced". Mathis and Jackson (2004) classified turnover into two general types: "involuntary and voluntary. Voluntary turnover means voluntary movement of an employee out of an organisation. It reflects an employee's decision to terminate the employment relationship (that is, voluntary leavers leave on their own volition to further their career or to seek greener job satisfaction elsewhere) while the involuntary type of turnover reflects an employer's decision to terminate the employee's employment". McShane et al., (2000) state that "since employees leaving voluntarily are those not dismissed by the employer, they are probably the ones that an employer would like to retain most. Involuntary turnover may occur for reasons which are independent of the affected employees that is, involuntary leavers are literally forced out by the organisations by one means or another such as the real or perceived need to cut costs, restructure or downsize".

However, Dess and Shaw (2001) contend that "voluntary turnover is of interest because in most cases, it represents the bulk of turnover within an organisation. Such instances of turnover also represent a significant cost, both in terms of direct costs like replacement, recruitment and selection, temporary staff, management time, and perhaps more significantly, in terms of indirect costs such as morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory and the loss of social capital". According Brown et al., (2015), "a significant need for industry leaders

15

is to utilize better management techniques that would aid in retaining the most valuable, well-trained employees, effectively helping the industry compete in the hospitality market". As indicated by Bryant and Allen (2013) "a range of possible effective strategies to aid in managing turnover rates. These strategies include compensation, benefits-based solutions, and solutions that go beyond providing material needs for employees".

2.5 Factors contributing to employee turnover

High employee turnover is costly and disruptive. As Walker (2006) points out, "high rates of staff turnover may be endemic in the hospitality industry; however, it is not inevitable; the most critical period of turnover incidents is the first few days and weeks of the incorporation of a new employee in an organisation". According to Hemdi (2006) "it has been suggested that to enhance employees trust in an organisation and subsequently reduce turnover intentions, hotels need to continue providing training and development programs for their employees, conduct fair and formal appraisal, and provide ample and clear career advancement to their employees". According to Agrusa & Lema (2007), "when investigating the issue of employee retention, many surveys and studies reveal that more people leave their jobs because they do not get along with their boss or supervisors than for any other reason".

Thus when valuable employees continually leave an organisation, it has a direct effect on the customer experience. Therefore it can be assumed that according Agrusa et al., (2007), "customer turnover is also directly related to employee turnover which can become a challenge for many hospitality businesses. Customer and employee turnover both have a direct link to the bottom line and profit".   According to Karatepe (2014),

16

states that "factors that could shape employee engagement and work outcomes by studying the perceptions of leaders, human resource professionals, and employees". Similar AbuKhalifeh and Som (2013) point out that "employee support represented a momentous contribution to engagement and work outcomes of employees". Bryant and Allen (2013) offered a range of possible effective strategies to aid in managing turnover rates. These strategies include compensation, benefits-based solutions, and solutions that go beyond providing material needs for employees.

According to Walker (2006), "more people leave then than at any other time. This is often called the induction crisis and it occurs when the new employee for whatsoever reason, has not been integrated into the team; this may be as a result of poor recruitment or a poor induction programme, with insufficient care and time spent on enabling the new recruit to build strong relationships with his supervisor and co-workers". The author (ibid) emphases that "people with ambition will always be looking to improve their career prospects and will want to move about to gain more experience and responsibility and to earn more money. And where pay levels do not compare well with the competition, the urge to leave and earn more may be overpowering". A number of factors will influence employee turnover; if there are good employment conditions, if staff like working in the business and if there are realistic opportunities for advancement, people are likely to want to stay (Walker, 2006). Factors that influence employee turnover are highlighted in the subsequent sections.

2.5.1 Compensation

AlBattat, Som and Helalat (2014) argue that "compensation and extrinsic rewards affect employee turnover in the hospitality industry; unacceptable working conditions, poor

training, and unsatisfactory salaries could also lead to high employee turnover". Mohsin, Lengler and Aguzzoli (2015) also argue that "the effects of job security, earnings, and organisational loyalty on turnover correlate with one another". Empirically Mohsin et al. (2015) examined the quadratic and linear relationships between the intention to leave one's job and their antecedents on a sample of 884 hospitality staff members in India and found the effects of organisation enthusiasm and stimulating job experiences on employee turnover to be quadratic. Management was largely responsible for keeping staff from leaving.

According Kuria, Odingi and Wanderi (2012), "employees who perceive their organisation to be in poor financial condition may anticipate future layoffs and may pre-emptively leave; similarly, the local or regional economy contributes to employees' decisions; poor economies may inspire employees to seek work elsewhere, and rich economies may provide opportunities for job growth and expansion, which may also result in employees leaving". In conclusion personal factors such as employee's unrealistic expectations affect turnover.

2.5.2 Engagement and embeddedness

According to Karatepe, Karadas, Azar, & Naderiadib (2013), "low employee engagement and loyalty could lead to higher turnover rates". Raub and Robert (2013) added "when individuals view positive levels of organisational collaboration, they become more motivated to show higher levels of effort. When they feel empowered, they become more likely to stay". According to Robinson, Kralj, Solnet, Goh and Callan (2014), "managers increased the perception of a high cost of leaving because this

18

would improve the job embeddedness of employees; positive internal work events and constituent attachment could also shape turnover".

As indicated by Tews, Stafford, and Michel, (2014) "positive and negative personal events could influence employees' decisions to leave an organisation; in contrast, only positive external events related to turnover, positive internal work events and constituent attachments could influence employees' decisions to stay; the attachment of employees to their jobs could curb the effects of critical events affecting turnover rates". Upon this assertion, Tews et al., (2014) suggested that "hospitality firms needed to understand the factors behind employee turnover because service employees are indisputably necessary for operations to run successfully".

2.5.3 Job Satisfaction

AlBattat et al., (2014) assert that "job satisfaction could also influence employees' decisions to stay or leave their job; job satisfaction may also shape turnover rates". According to Mathieu, Fabi, Lacoursière and Raymond (2016), "supervisory behaviour could affect job satisfaction, organisational commitment, and an employee's decision to quit a job". There are number of motivational factors that could influence employees' job satisfaction. Managers may assess motivational levels of employees by asking them to describe what workplace conditions made them feel good about their jobs and what factors made them feel the opposite. According to Venkataramani, Labianca and Grosser (2013), "meeting these factors does not immediately lead to satisfaction or motivation. Some hygiene factors resided in company policies, administrative regulations, technical supervision, and the quality of relationships with supervisors, peers, and subordinates".

19

Zopiatis, Constanti and Theocharous (2014) identified positive relationships between affective and normative organisational commitment levels and job satisfaction, extrinsic and intrinsic. Levels of job involvement, organisational commitment, and job satisfaction could all influence the decision to stay or leave one's job. The authors (ibid) added that "a negative relationship existed between affective organizational commitment, extrinsic job satisfaction, and turnover intention; mismanagement of people and resources could lead to high turnover rates and, possibly, the demise of establishments in the hospitality sector". According to Amin & Akbar (2013), "the psychological well-being and turnover intentions of hotel employees relate significantly". Arnoux-Nicolas, Sovet, Lhotellier, Di Fabio, and Bernaud (2016) revealed that "psychological resources mediate the relationship between work conditions and turnover across a variety of job contexts".

2.5.4 Work environment

According to Guchait, Cho, and Meurs (2015) "perceived organisational climate and support could shape decisions to leave or stay; relational organisational contracts could affect turnover intention, whereas transactional contracts could not". Guchait et al., (2015) examined the effects of perceived organisational support on transactional and relational contracts on employee turnover intentions in India. Their research indicated that perceived supervisor support could lead to better perceptions of organisational support by employees. The authors (ibid) further found that "perceived organisational contracts could improve relational organisational support, but not transactional contracts. More importantly, only relational organisational contracts could affect turnover intentions, whereas transactional contracts could not".

Madera, Dawson and Neal (2014) suggested that "in the hospitality industry, which employs many immigrant employees, language barriers constitute a problem that might lead to employee turnover; with a majority of immigrant employees having limited English-speaking abilities, managers must often address miscommunication and other communication issues". According to Arnoux-Nicolas et al., (2016), "work environment, which could represent a source of workplace stress, may lead to negative outcomes such as high turnover; the meaningful work mediates the relationship between poor working conditions and turnover intention in a variety of job contexts". Hwang, Lee, Park, Chang and Kim (2014) suggested that "if employees perceive they receive unbiased treatment, they felt dignified and respected they increase their sense of self-identity and self-worth".

According to Mathieu et al. (2016), "supervisory leadership could affect the well-being of employees, their satisfaction levels, and their commitment to their jobs and the organisation". Karatepe and Kilic (2015) added "manager support also could alleviate the effects of work-family conflict on emotional exhaustion and turnover intentions of frontline employees". The authors (ibid) recommended that "increased managerial support could be one of the most basic and most important strategies to lessen the risks of employee turnover". However, Kara, Uysal, Sirgy and Lee (2013) concurs that "management styles could also affect employees' decisions to stay or leave the organisation".

2.5.5 Employee motivation

As stated by Ncube and Samuel (2014) "maintaining business relations in the organisation could lead to higher levels of employee motivation, and thus, lower levels

21

of turnover". In the hospitality industry, according to Marshall et al., (2016) in particular, motivation remains the key behind employee retention, due to frequent contact with the employees and clients or visitors. Dobre (2013) affirm that "the higher the level of motivation of employees, the happier they are, the more productive they may be in interactions with clients, and the better service clients may receive, with overall improvements in organizational performance". According to Sahin, Cubuk, and Uslu, (2014), "employees perceive they are not merely selling products; instead, they could make an impression on the clients and cause clients to return or not return to the organisation and they may feel a sense of empowerment in their jobs".

In a circumstance where hospitality employees felt their efforts appreciated, their wiliness to stay in the organisation is very high. Karatepe (2013), points out that "better salaries and benefits offered at other organisations constituted one of the biggest reasons employees decided to leave the hospitality sector; if an organisation offers adequate promotional opportunities and competitive pay, employee turnover is likely to diminish". Employees are less inclined to leave an organisation that sufficiently provides for their financial and recognition needs, especially if they would be moving to another organisation with the same job and similar task roles (Karatepe, 2013). Accordingly, Khalili, (2014) opines that "an organisational culture that matches employees' needs and goals can improve employees' perceptions of their quality of work life, and this could lead to employee commitment, better organizational performance improved effectiveness".

According to Yucel, McMillan and Richard (2014), "a leader or manager may be more effective if they gather the support and respect of employees and have achieved the

22

respect and admiration of the community where the organisation operates". According to Tse, Huang and Lam (2013), "leaders remain effective in influencing the retention of their employees if they can inspire employees to be motivated". The concept of a psychological contract is important for understanding employee turnover in the hospitality industry. According to Tsui, Lin and Yu (2013), "psychological contract concept refers to the reciprocal and mutual obligations between organisations and employees; each of the parties might have different perceptions of these obligations". In contrast, Wu and Chen (2015) assert that "psychological contract breaches could leave employees feeling unmotivated, leading to higher turnover intentions".

2.6 Implication of remuneration and rewards on employee retention

The term reward management covers both strategy and practice of payment systems. According to Bartlett (2001), "human resource or personnel sections have been concerned with levels and schemes of payment whereas the process of paying employees the payroll function has been the responsibility of the finance departments". As indicated by Bartlett (2001) "wages and salaries that do not vary from one period to another except by, defined pay increases, generally on annual basis; there may be scales of pavement determined by age, responsibility or seniority". According to Boam and Sparrow (2012), "the reward or compensation that people receive for their contribution to an organisation includes monetary and non-monetary components; remuneration does not simply compensate employees for their efforts it also has an impact on the recruitment and retention of talented people".

Contrary, Rynes, Gerhart and Minette (2004) assert that "in general there appears to be a consistent (but incorrect) message to managers that pay is not a very effective

motivator and employee retention tool, a message that if believed could cause management to seriously underestimate the motivational potential of a well-designed compensation system". The authors (ibid) argue that "most surveys of motivating factors are misleading because employees tend to give 'socially desirable' responses that place pay well down the list of motivators; employees consider that part is the most important motivator and cite meta-analytic evidence". Notwithstanding its importance, motivation and employee retention goes beyond pay. According to Yaniv and Farkas (2005), "in order for a company to have deeper insight on the types of systems of payment that have the greatest positive effect for the organization as a whole, the following factors must be identified and understood; the business strategy, national culture, competitive environment, and employee characteristics".

Despite its importance, reward and remuneration ends up being a poorly managed aspect of today's organization structure. This however according to Pragassa (2017), "for most institutions, this aspect takes up 10-70% of total costs incurred, this therefore affirms that indeed, rewards and remuneration must not be ignored, especially in today's turbulent times". According to Rossenbloom (2001), "the US Chambers of Commerce survey of employee benefits includes a number of remuneration options; share of legally required payments, retirement and savings plan payments, life insurance and death benefit payments, medical and medically related payment benefits". Herpen, Praag and Cools (2005) are of the view that "a positive relationship has been demonstrated between the perceived characteristics of the complete compensations system and extrinsic motivation and retention; Intrinsic motivation, on the other hand, was not affected by the design of monetary compensation, but by

promotion opportunities; it was also found that the compensation system significantly affected work satisfaction and turnover intent".

Gieter and Hofmans (2015) posits that "management decisions in awarding employees' compensation should be rational and above board; when employees feel that their organisation is fair in giving financial rewards, they commit themselves to organisational performance and sustainable development and are more willing to stay in that organisation". Monetary rewards form a key determinant of employee morale, and can cause significant returns in regards to employee turnover. According to Gieter et al., (2015) "financial rewards are given to employees mostly on their performance; however, it is necessary that the reward systems be viewed as fair to all employees in terms of processes, rules, regulations, and award mechanisms". However, Terera and Ngirande, (2014) posits that "when money is used to recognize the employees for the good work done it may send wrong signals to the employees; the emphasis put on monetary rewards drives employees to reach for individual gains and reduces teamwork".

2.7 Employee turnover strategies

Employee retention refers to the ability of an organisation to retain its employees. According to Shahid & Azhar, (2013), "managers that ensure employees feel valued and supported can retain employees and serve as an organisational stabilizing influence during change; high turnover rates can be an indication of managers' challenges in retaining workers". Cohen (2013) posits that "retention strategies have become an integral part of an organisation's business strategy; by having a better understanding of the reasons that employees leave or want to leave an organisation, effective retention

25

strategies could reduce turnover". According to Reitz, Stewart, and Bruce (2011), "job market competition and the need for employee job embeddedness, have risen because of the lack of adequate salary; a perceived adequate salary does not ensure an employee will remain with an organisation".

In the hospitality industry, retention strategies are critical because many of the employees' job skills are transferable to competitive organisations. Managers are not alone in their quests for efficient organisational performance. In most cases, employees have a stake in the performance of the organisation (Kochanowski, 2011). McClean, Burris and Detert (2013) concur that "when employees experience problems or observe opportunities for improvement, they engage in an improvement-oriented voice, which results in speaking up or exiting the group". Kochanowski (2011) posits that "routine assessments of personal effectiveness through performance evaluation to determine who can receive promotions, raises, and other group rewards are favourable approaches to retaining employees". As indicated by Strom, Sears and Kelly (2014) "organisational leaders must create an organisational environment that prompts employees to commit to the company by implementing effective employee retention strategies".

2.7.1 Employee centred work environment

By managers creating an employee centred work environment is one of the strategies in maintaining employees in an organisation. Gilbreath (2012) noted that "managers have the greatest impact, control, and influence on the functionality of a workplace; regardless of leadership style, managers have an impact on creating the culture of an organisation". Eversole, Venneberg and Crowder (2012) added "when organisational leaders modify the organisational culture to suit the needs of employees, workers tend to remain with the company longer; employee discontent is dangerous to ignore because

26

it may lead to a decreased chance of a manager retaining an employee". Creating an organisational culture responsive to employees' nonworking needs could help to attract and retain talented workers across generations (Eversole et al., 2012).

According to Wang, Noe, and Wand (2014), "employees hold valuable, organisational specific knowledge, including ideas, facts, expertise, and judgments relevant to individual, team, and organisational performance; an employee's knowledge could enhance their performance and potentially result in higher levels of compensation". Chong and Besharati (2014) noted that "employee knowledge could leverage into a competitive advantage through knowledge sharing; knowledge sharing ensures an employee's valuable knowledge is transferred within a hospitality organization to equip workers to meet customer demands". Chong and Besharatri (2014) asserted that "employees' rate of retention in the hospitality industry is low due to two common causes, which are low satisfaction and the quality of leadership; hence, it is important for hospitality leaders to motivate employees to share knowledge to keep knowledge within the company".

2.7.2 Equating job performance to job outcomes

Greater job performance could equate to improved job outcomes. According to Ho (2011), "managerial performance is measured based on the return on assets, return on equity, net growth rate, and return on sales; organisational performance is evaluated using efficiency and effectiveness measures". Ryu and Lee (2013) asserted that "organisational leaders that focus solely on company performances lead to some employees feeling undervalued; when employees are satisfied with their jobs, employers retain employees in higher numbers". It is therefore the role of managers to

increase organisational performance by managing the turnover retention equilibrium. Ryu et al., (2013) posits "leadership can affect employee performance and retention; job performance relationships and turnover management have important implications in a business context in the area of employee retention".

2.8 The need for employee turnover strategies

According to Mello (2011) "many employers appropriately attempt to retain top employees by offering opportunities for personal growth and development, interesting work, a congenial work environment and strong value-driven management, the reality is that many top performers still remain focused on their salary, particularly relative to the market place". At the simplest level, according to Denisi and Griffin (2008), "the way to manage turnover is to increase the levels of satisfaction among employees. But the key is in understanding exactly how to do that". Mello (2011) asserted that "the significant challenge for employers in managing retention of their employees is the fact that different employees are motivated by different factors relative to their desire to stay with an employer; therefore any retention program needs to be designed based on the needs of the employees who have been targeted for retention".

Ongori (2007) noted that "the strategies to minimize employee turnover should be appropriate to the diagnosis of the problem; employee turnover attributable to poor selection, for example, is unlikely to improve where the policy modification to focus exclusively on the induction process". To this management is frequently stressed out to identify the reasons why people leave organisation and to make necessary actions to address those issues. Organisational stakeholders have a high regard for human capital, due to this managers can retain employees to provide a competitive advantage

(Gounaris and Boukis, 2013). According to Sandhya and Kumar (2011), "effective employee retention strategies can motivate employees to contribute effectively and remain with the organisation for the maximum time; employee retention is a fundamental organisational success factor; deploying effective employee retention strategies increases the chances of retaining long-term high performing employees".

2.9 Summary of Chapter

In chapter two, relevant literature relating to the research questions was reviewed. Initially issues of employee turnover were discussed while factors that determine employee turnover were examined. The literature demonstrated that there is a link between remuneration and reward of employee turnover. Finally, strategies to manage and reduce turnover in order to retain employees were also reviewed. The chapter conclude with the need of employee turnover strategy.
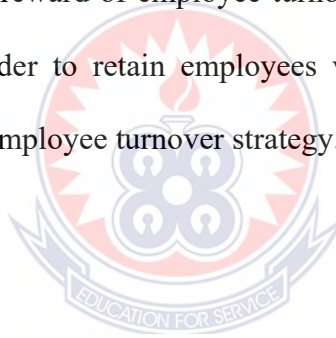
CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter elaborate on the general methodology used in conducting the current study. It elaborates on the study area, research design, the population including a sample design, the research procedure, the data collection methods and data analysis tools and report writing.

3.2 Research Design

According to Cooper and Schindler (2014) "research design is the structure that is applied to data collection and analysis with a goal of resolving the research questions of the study". The current study adopted descriptive research design, with quantitative approach. Since it systematically finds out and evaluates the causes of turnover and the challenges in retaining staff in the hospitality industry. As stated by Gill and Johnson (2010) "descriptive research design as a holistic approach, which aims at obtaining information about the current status of an occurrence and defines a subject with respect to variables". As Mburu states a descriptive design was adopted in a study aids the researcher to collect thorough information about the population being studied; the descriptive research design also gives proper and concise recommendations (Mburu, 2018, p.25). The research design chosen is appropriate because of the different positions of the respondents Mburu, (2018) indicates "it is time saving and cost effective and seeks to generate quality information concerning how organisational communication, financial rewards and non-financial rewards affect employee turnover in the hospitality industry" (p.25).

3.3 Study Population

A population of a study according to Cooper et al., (2014) refers to "the total number of units that incorporate the study subject that the researcher wishes to examine and the element that represents each member of the population". The study population comprises management and staff of selected hotels of the hospitality industries in the Eastern region. The industries has departments like continental/local food and front office (Waiters and Waitresses), accounts, marketing/operational, hotel front desk, security, food and beverage and housekeeping. This study focused on employees of hotels in Koforidua town in New Juaben South municipal in the Eastern region. The researcher was interested in hotels that have functional human resource departments and other departments. This is because the human resource department is mandated to oversee the employee welfare.

Therefore the population of the study consisted of staff explore from three sampled hotels in Koforidua, the capital of New Juaben South municipal in the Eastern region. The hotels were Capital View Hotel, Safe Gold Hotel and Koforidua Hotel. A purposive sampling was adopted to come up with the hotels and restaurants that would be involved in the study. These three hotels and restaurants were chosen from among other hotels because they have well-structured human resource departments, they keep records of their staff. This helped in gathering the required information which forms a key element in this study. The study has a target population of 153 as shown in Table 3.1

Table 3.1 Staff in different categories in the three hotels

Hotel	Staff management	Middle level staff	Lower level staff	Total
Capital View Hotel	6	30	43	79
Safe Gold Hotel	3	18	23	44
Koforidua Hotel	3	10	17	30
Total	**12**	**58**	**83**	**153**

Source: Field survey: Boafo, 2021

3.4 Sampling and Sampling Technique

Sampling according to Burns (2010) refers to "the process of selecting a sample from a defined population with the intention that the sample accurately represents that population". Sampling methods should ensure that every character in the population has an equal chance of being studied. The ultimate sample studied should reflect the population characteristics. This study adopts stratified random sampling to select the population of the study, which covered the management staff, the middle level staff and the lower level of staff.

A sample is a subset of a populace that is used to represent the total population as a whole. When conducting research, it is not practical to survey every member of the population hence a sample is determined. With the help of human resource manager, the researcher had access to the employees and used the lottery method to choose those who formed part of the sample. In each of the hotels, respondents consisted of workers who had spent more than twelve (12) months in the various industries. This is because the researcher assumed that it needs at least, twelve (12) months of continuous employment for one to be able to make meaningful assessment of the conditions of service in the place of employment.

Also, all the three heads of administration and heads of human resources (management employees) of the selected hotels were another group of respondents. Since the hotels were three, the researcher determined to get a representation of management from each of these hotels, so management was purposively sampled by giving each of the firm. The target population was the total number of individuals in a group that the researcher is intending to work with. This study targeted 153 employees of hotels from which comprised of staff management, middle level staff and lower level staff.

The study sampled one hundred and sixteen (116) respondents which is 76% representation of the target population. This was done by lottery method where a folded paper with colour RED and WHITE were placed in a container, the staff members were blind folder those who pick WHITE colour were selected for the study. The sample was made up of eight (8) staff management, forty eight (48) middle level staff and sixty (60) lower level staffs from each of the hotels, as shown in Table 3.2.

Table 3.2 Summary of population and sample sizes

Population	Estimated population	Sample size	Percentage
Staff management	12	8	6.9%
Middle level staff	58	48	41.4
Lower level staff	83	60	51.7
Total	**153**	**116**	**100%**

 Source: Field survey: Boafo, 2021

3.5 Data Collection Instruments

According to Cohen, Manion & Morrison (2000), "data collection is a method in which information related to the study is gathered by suitable mediums; the type of data is basically classified on the basis of its collection method and its characteristics". This study used questionnaires with close and open ended questions to obtain data from the respondents, based on the objectives of the study. Questionnaires were used for staff respondents due to their busy work schedules. Since the target population is considered to be able to understand the language used, appropriate responses were expected.

3.5.1 Questionnaire protocol

According to Kothari (2004), a questionnaire is a sheet of paper that has questions, which a respondent is required to fill or answer. It can be administered orally as the researcher records the responses to each item or the respondent may be left to respond to the items independently. A self-administered questionnaire was used to collect data from the workers for the study. The questionnaire used a five-point Likert scale type. The Likert scale is commonly used in survey research and it is used to measure respondents' attitudes by asking the extent to which they agree or disagree with a statement or question. The five-point Likert scale was weighted in descending order and interpreted as follows; 1-strongly agree; 2- agree; 3-uncertain; 4-strongly disagree and 5- disagree. The questionnaire consists of four sections: Section A, B, C and D; section A: Demographic; Section B, C and D were the objectives of the study respectively (See Appendix I). The use of questionnaire provided an opportunity for a written response which was relatively stress-free due to Covid-19 than interview. A pilot study was done on 10 members of staff from the various hotels, which served to show the weaknesses of the questionnaire before being administered to the target population.

3.6 Pilot Study

A pilot study was done at Regiboat hotel which is one of the hotels in Koforidua. The pilot study was to show weaknesses of the research tools before being administered to the target population. The pilot study was made to test the validity and reliability of the research instruments. Completed questionnaires were corrected and edited for completeness. They were then administered to the sampled respondents. Collected data was systematically organised for analysis. The results of the pilot were discussed with the researcher and supervisor for correction of any ambiguously structured questions.

3.7 Data Analysis

Data analysis according to Kombo and Tromp (2006) refers to "examining what has been collected in a survey or experiment and making deductions and inferences". The collected data was coded and analysed using Statistical Package for Social Sciences (SPSS). Mujis (2004) describes SPSS "to have the capability of offering extensive data handling and numerous statistical analysis routines that can analyse small to very large data statistics; SPSS was used for coding the answered questions and generating the relevant information". The quantitative data collected using the questionnaire was analysed using descriptive statistics in the form of frequency distributions, graphs and charts.

3.8 Ethical considerations

The purpose of the study was written in simple language as a preamble to the questionnaire and verbally made known to respondents before each field survey was conducted. This served as a motivation to respondents. Secondly, names of respondents were not used in case illustrations. This was done to protect the identities of

respondents. Moreover, articles cited in this study have been duly acknowledged and the sources provided at the reference section of this study. The study is non- evasive and did not cause any form of discomfort to respondents. The study is envisaged to be beneficial to the study population. Information obtained can be used to revise. Written consent was sought from study participants before data was collected from them. They were informed that their involvement in the study is voluntary. Respondents were given the opportunity to pull out of the study anytime they wish to without any consequence.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the details of the data gathered by the researcher from the field. The chapter is arranged according to the three research questions that the study sought to answer. In the first section, however, demographic information about the respondents is presented, because it might be relevant in interpreting the data that they provided.

4.2 Response rate

An analysis of the response rate was conducted to establish the total number of the respondents who completed and submitted back the questionnaires. The researcher issued out 116 questionnaires and fortunately all the 116 questionnaires were received from the respondents. The study therefore had a response rate of 100% as shown in Table 4.1.

Table 4.1 Response rate

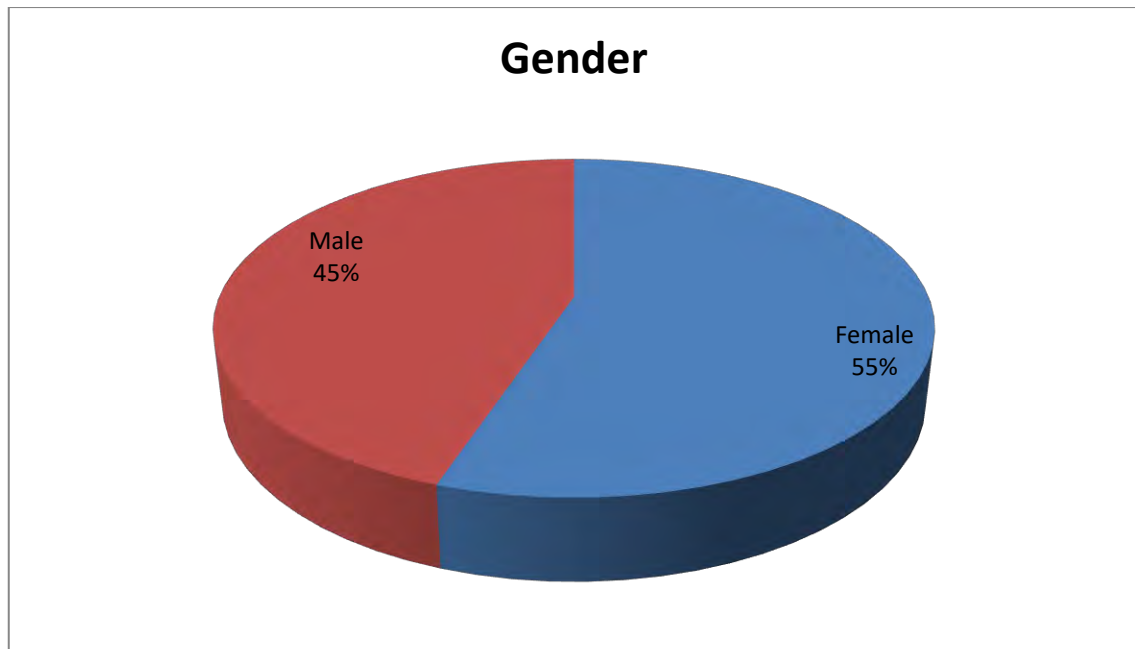| Response rate	Distribution	
	Frequency	**Percentage (%)**
Questionnaire issued	116	100
Questionnaire returned	116	100

Source: Field survey, 2022

4.3 Demographic information

This part presents the general demographic profile of the respondents. The research instruments collected demographic data of the respondents based on their gender, age, educational level, religious affiliation, duration with the current employer and department.

4.3.1 Gender distribution

The study aimed to determine the respondents' gender and hence asked the respondents to state their gender. The findings were presented in Figure 4.1. It was noted that 55% of the respondents were female whiles 45% were male. The results from the study indicated that the female population was higher than that of males. This shows that the nature of the hospitality industry is dynamic when it comes to gender with both males and females almost dominating in equal measures. It could be indicative that more females have interest in working in the hotel industry than men. This is based on the assumption that females are associated with the roles (serving, cooking, cleaning etc) performed by the hotel industry (Groshen, 1991).

Figure 4.1: Gender distribution of respondents

4.3.2 Age range

The study aimed to establish the respondents' age categories and therefore asked the respondents to state their age group. The findings were presented in Figure 4.2. The results show that the majority 45 (38.8%) of the respondents were above 36 years, 29 (25%) of the respondents were between 31-35 years, 23 out of the 116 respondents representing 19.8% were between 26-30 years and 19 (16.4%) of the respondents falls under 20-25 years. This showed that a majority of the respondents had stayed in the industry for a long time hence they understood the problems that caused most of the employees to leave the hospitality industry.
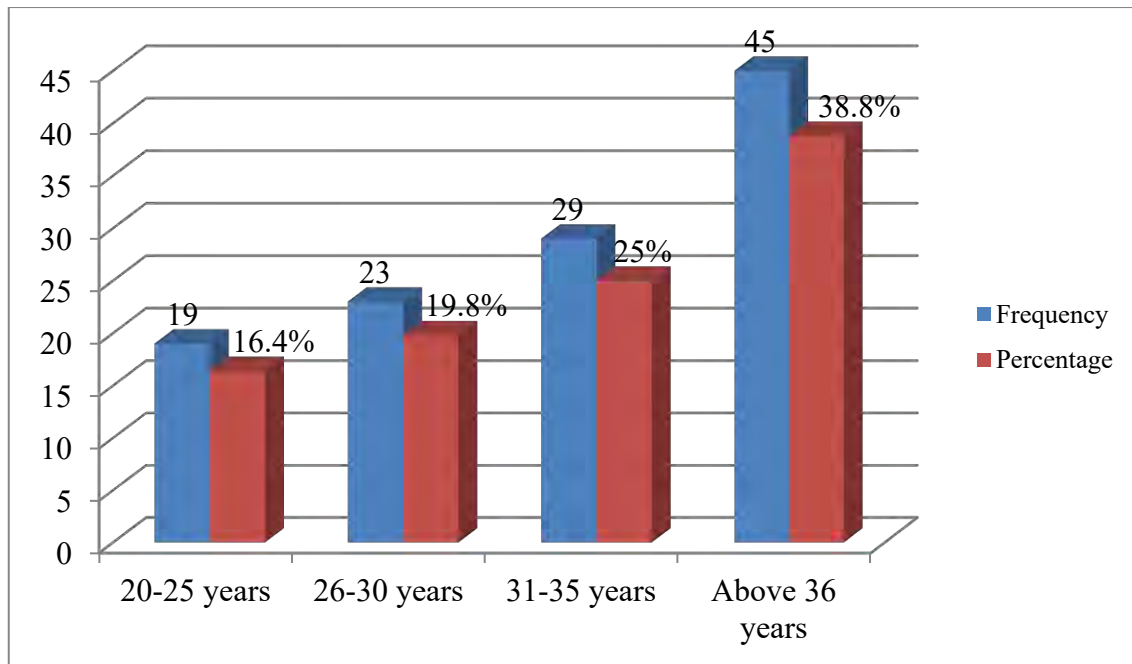
Figure 4.2: Age distribution of respondents

Source: Field survey, 2022

4.3.3 Educational level

The study sought to find out the highest education level held by the respondents and therefore asked the respondents to indicate their highest qualification in terms of education. The findings as shown in Figure 4.3, from the study findings, it was noted that most 54% of the respondents were university graduates, 34% of the respondents were polytechnic graduates holding their HNDs whereas few 12% of the respondents have secondary education. The results show that most of the respondents had academic qualifications from tertiary level in education and therefore understood the factors influencing employee turnover in the industry.
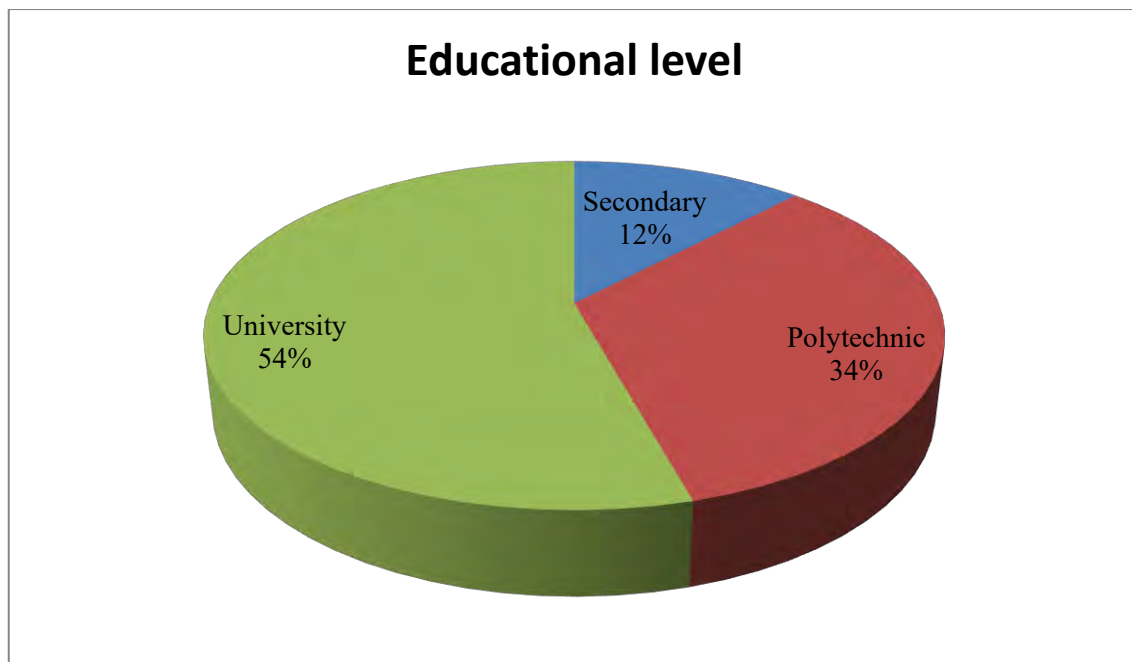
Educational level

Figure 4.3: Educational level of respondents

4.3.4 Religious affiliation

The study sought to find out the religious affiliation of the respondents and therefore asked the respondents to indicate their religion. As shown in Figure 4.4, majority 62 (53.5%) of the respondents were Christians, 39 (33.6%) of the respondents were Muslims whereas 15 (12.9%) of the respondents were traditionalist.

41
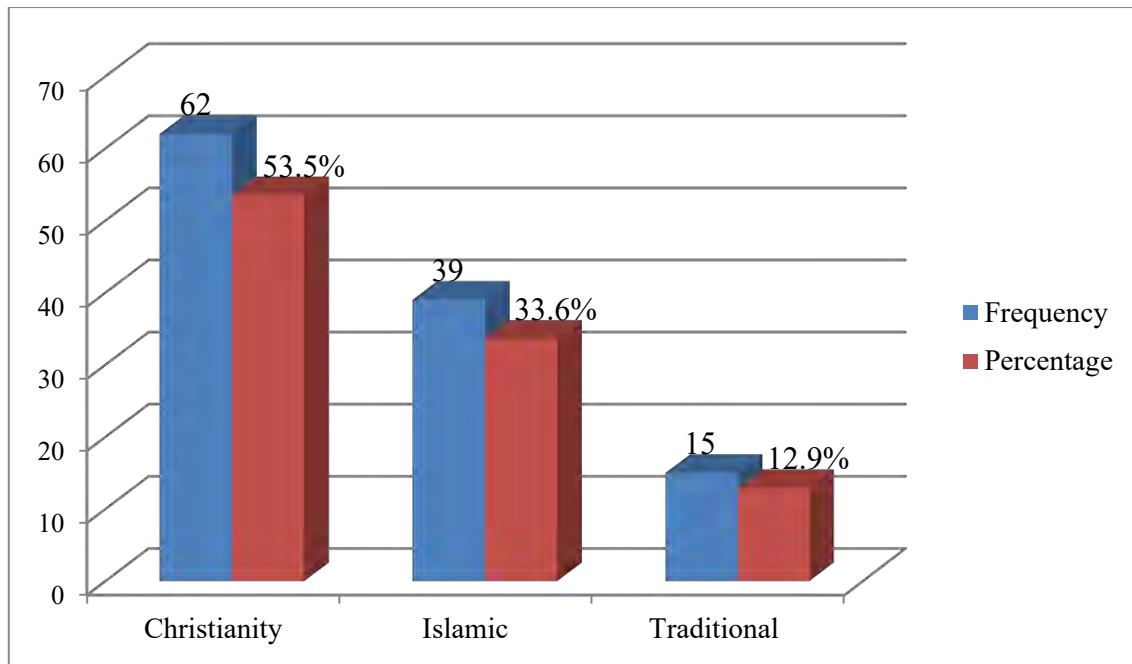
Figure 4.4: Religious affiliation of respondents

4.3.5 Years with current employer

The study sought to establish the number of years that each respondent had worked in the industry. The respondents were asked to indicate the category in which the fall with regards to the number of years worked. The findings were presented in Table 4.2. The finding shows that majority 52 (44.8%) of the respondents have worked for the hotel for a period of 8-11 years, 29 (25.0%) of the respondents have worked for the hotel for a period of 4-7 years, 21 (18.1%) of the respondents have stayed with the hotel for a period over 11 years whiles 14 (12.1%) of the respondents have stayed for a period of 1-3 years. This indicated that most of the respondents had quit some working experience and were knowledgeable on the factors affecting employee turnover at their organisation.

42

Table 4.2 Respondents duration with hotel

Years with current employer	Frequency	Percentage (%)
1-3 years	14	12.1
4-7 years	29	25.0
8-11 years	52	44.8
Above 11 years	21	18.1
Total	**116**	**100**

Source: Field survey, 2022

4.4 Factors that contributes employee turnover

The first objective of the study was to establish the factors that contribute towards the high employee turnover in the hospitality industry. The findings were presented in Table 4.3. From the findings majority 61(52.6%) of the respondents agree that manager's style of leadership in the industry is a fact to employee turnover, 34 (29.3%) of the respondents were contrary to the factor therefore disagreeing whiles 21(18.1%) of the respondents uncertain about the fact that manager's leadership style can contribute to employee turnover. With regards to *'low job satisfaction due to too much workload'*, surprisingly most 48 (41.4%) of the respondents neither agree nor disagree thus were uncertain to the assertion, 35 (30.1%) of the respondents agree to the assertion that low job satisfaction contributes to hotel employee turnover whiles 33 (28.5%) of the respondents disagree to the assertion.

More than half 55 (47.4%) of the respondents disagree that '*recruitment policies in the organisation'* contributes to high employee turnover in hotels in Kumasi, 48 (41.4%) of the respondents were contrary to the response and agree that it's a contributing factor whereas 25 (21.6%) of the respondents uncertain to the statement. With regards to *'low motivation in the organisation'*, majority 88 of the respondents representing 75.9%

43

agree to this assertion, whereas 28 (24.1%) of the respondents disagree to the statement. Incapacitation was used to refer to the inability of a given employee to perform the given tasks that maybe assigned to them for some reason or another. A similar result was for incapacitation of the employee as a contributing factor to hotel employees' turnover. One of the major findings in this research is that motivation and pay package given to employees are some of the job related factors which causes employee turnover in the hotel industry in Koforidua. These findings agree with the findings of Casey, 2013 who did a research on whether child welfare agencies pay their child welfare workers competitively. She found out that most of them do not compensate their employees competitively.

A greater percentage seemed to concur to the fact that career aspirations of the employee create more incentives for them to change from one employer to the other. Most 65 (56.0%) of the respondents agree that *'career aspirations of the employee'* contributes to high employee turnover the hospitality, 34 (29.3%) of the respondents disagree that career aspirations of the employee can contribute to turnover whiles 17 (14.7%) of the respondents neither agree nor disagree to the statement. With regards to *'safe working environment, job security, policies and regulations'*, majority 76 (65.5%) of the respondents agree to the statement with 28 (24.1%) of the respondents disagreeing to the statement whiles 12 (10.4%) of the respondents uncertain to the statement. The study finding showed that conducive work environment was key in determining the rate of employee turnover. In an organisation where the employee feels that they have reasons for doing work and get pleasure from doing their job motivates that employee to stay. According to Liu, Cai, Li, Shi and Fang (2014), "inefficient

44

working conditions, which include comfort issues like poor ventilation, seating, lightning and noise, can cause anxiety and can be a reason for employees to leave".

Out of the 116 respondents surprisingly most 81 (69.8%) of the respondents agree that *'conflict between family and job demands'* is a contributing factor to employee turnover in hotel industry whiles 35 (30.2%) of the respondents disagree to the statement that it contributes to employee turnover. Pay package refers to the various remunerations that employees are given in response to the services rendered. With regards to *pay packages, example good salary, bonuses, pay for overtime*, almost all 107 (92.2%) of the respondents agree that it contributes to employee turnover with the rest 9 (7.8) of the respondents uncertain to the statement and surprisingly none of the respondents disagree to the statement. This is in line with the findings by Ongori (2012) who concluded that when employers provide adequate financial incentives, there are high chances that employees will remain with the organization and vice versa. Again Khan (2014) noted that "poor remuneration, that is, very low wage or salary will cause employees to search for greener pastures".

Table 4.3 Respondents of contributing factors to employee turnover

Factors	Responses (N=116)		
	A(%)	U(%)	D(%)
Manager's style of leadership in the organisation	61(52.6)	21(18.1)	34(29.3)
Low job satisfaction due to too much workload	35(30.1)	48(41.4)	33(28.5)
Recruitment policies in the organisation	36(31.0)	25(21.6)	55(47.4)
Low motivation in the organisation	88(75.9)	-	28(24.1)
Incapacitation of the employee	88(75.9)	-	28(24.1)
Career aspirations of the employee	65(56.0)	17(14.7)	34(29.3)
Safe working environment, job security, policies and regulations	76(65.5)	12(10.4)	28(24.1)
Conflict between family and job demands	81(69.8)	-	35(30.2)
Pay package (e.g. good salary, bonuses, pay for overtime etc)	107(92.2)	9(7.8)	-

Source: Field survey, 2022

4.5 Implications of remuneration and rewards on employee retention

The second objective of the study was to establish the implication of remuneration and rewards strategies on employee retention. The findings are presented in Table 4.4. From the findings majority 64 (55.1%) of the respondents disagree that they are paid on their performance, 39 (33.6%) of the respondents were of contrary view therefore agreeing that they are paid based on their performance whereas 13 (11.2%) of the respondents uncertain to the statement. With regards to *'remuneration packages are competitive'*, most 67 (57.8%) of the respondents agree to the statement, 36 (31.0%) of the respondents disagree to that remuneration packages are competitive in their hotel, whiles 13 (11.2%) of the respondents neither agree nor disagree to the statement, thus they were neutral to the statement.

On *'open door policy for renegotiation of payment packages'* majority 74 (63.8%) of the respondents agree to the statement, whereas 42 (36.2%) of the respondents disagree that their industry does not open door for renegotiation of payment packages. With regards to *'promotions are conducted fairly' and 'management's attempts at improving the wage and salary structure is satisfactory'*, surprisingly most 47 (40.5%) of the respondents were uncertain to the statements, 39 (33.6%) of the respondents agree to the statements whiles 30 out of the 116 respondents representing 25.9% disagree to the statements. Majority 59 (50.9%) of the respondents agree that 'informal recognition is just as important as formal recognition', 43 (37.1%) of the respondents disagree to the statement whiles 14 (12.1%) of the respondents uncertain that informal recognition is just as important as formal recognition.

In general, there appears to be a consistent (but incorrect) message to managers that pay is not a very effective motivator and employee retention tool, a message that if believed could cause management to seriously underestimate the motivational potential of a well-designed compensation system (Rynes et al., 2004). They argue that most surveys of motivating factors are misleading because employees tend to give 'socially desirable' responses that place pay well down the list of motivators. They consider that pat is the most important motivator and cite meta-analytic evidence (Rynes et al., 2004).

Table 4.4 Respondents on remuneration and rewards

Statement	Responses (N=116)		
	A(%)	U(%)	D(%)
I am paid based on my performance	39(33.6)	13(11.2)	64(55.1)
The remuneration packages are competitive	67(57.8)	13(11.2)	36(31.0)
There is open door policy for renegotiation of payment packages	74(63.8)	-	42(36.2)
Promotions are conducted fairly	39(33.6)	47(40.5)	30(25.9)
Informal recognition is just as important as formal recognition	59(50.9)	14(12.1)	43(37.1)
Management's attempts at improving the wage and salary structure is satisfactory	39(33.6)	47(40.5)	30(25.9)

Source: Field survey, 2022

4.6 Strategies to address employee turnover

The third objective of the study was to establish the strategies or measures to address employee turnover in hotels. The respondents were asked to indicate their agreement or disagreement to the strategies. The results were presented in 3-point likert rating, Agree, uncertain and disagree.

4.6.1 Better working conditions

From Table 4.5 majority 97 (83.6%) of the respondents agree that better working conditions is a strategy to retain employees in hotel industry, 15 (12.9%) of the respondents disagree that better working conditions are way forward to retain workers whiles few 4 (3.5%) of the respondents uncertain to the statement. The finding affirms Bernthal et al., (2000) suggested that the most effective interventions are those that include the understanding of why employees leave.

Table 4.5 Respondents on better working conditions

Responses	Frequency	Percentage (%)
Agree	97	83.6
Uncertain	4	3.5
Disagree	15	12.9
Total	**116**	**100**

Source: Field survey, 2022

4.6.2 Career prospects and job security

Respondents were asked about better career prospects and job security as a strategy to addressing employee turnover. From Figure 4.5 most 54 (46.6%) of the respondents agree that better career prospects and job security is a strategy to address employee turnover, 34 (29.3%) of the respondents disagree to that job security is a way to addressing employee turnover whereas 28 (24.1%) of the respondents uncertain to the statement. The finding asserts Beam and McFadden (2001) that "benefits are great incentives to boost employee morale and thus encourage them to continue working for a company over a long period of time".
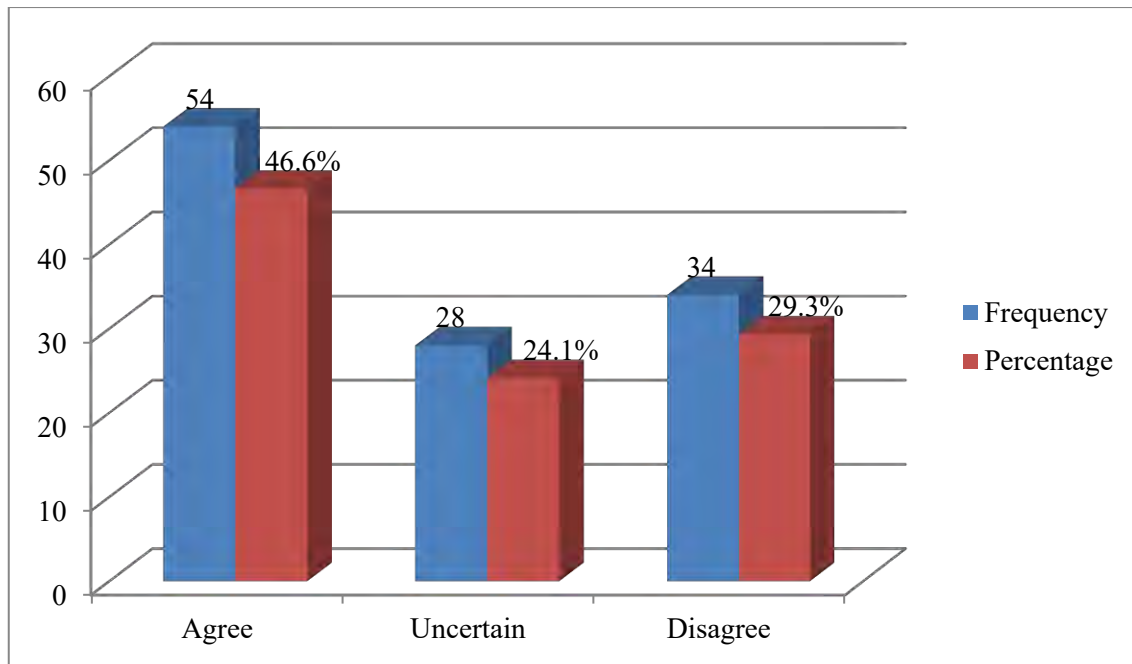
Figure 4.5: Respondents on career prospects and job security

4.6.3 Training to equip employees

Respondents were asked about their agreement or disagreement about provision of training to equip employees with necessary skills as a strategy to address employee turnover. The finding is presented in Table 4.6. From Table 4.6 surprisingly majority 55 (47.4%) of the respondents were uncertain that provision of training to equip employees with necessary skills as a strategy to address employee turnover, 37 (31.9%) of the respondents disagree with the statement whereas 24 (20.7%) of the respondents agree to the statement. The finding is in line with Carless (2007) who asserts that "training and development programs enhance employee performance. Learning experiences, training, performance management, and mentoring are various learning and development techniques used to elicit positive actions based on the career aspirations and ages of the participants".

50

Table 4.6 Respondents on training to equip employees

Responses	Frequency	Percentage (%)
Agree	24	20.7
Uncertain	55	47.4
Disagree	37	31.9
Total	**116**	**100**

Source: Field survey, 2022

4.6.4 Good communication

The study seeks to establish from respondents about good communication between management and employees as a strategy to address employee turnover. As presented in Figure 4.6 most 59 (50.9%) of the respondents agree that good communication between management and employees as strategy to retain workers, 46 (39.7%) of the respondents disagree to the statement whiles 11 (9.5%) of the respondents were uncertain to the statement. The study findings revealed that organisational communication was a key contributor to employee turnover. This affirms Hartog, Boon and Croon (2012) who state that organisational communication is a critical aspect in retaining employees, fostering trust and respect and increasing productivity.
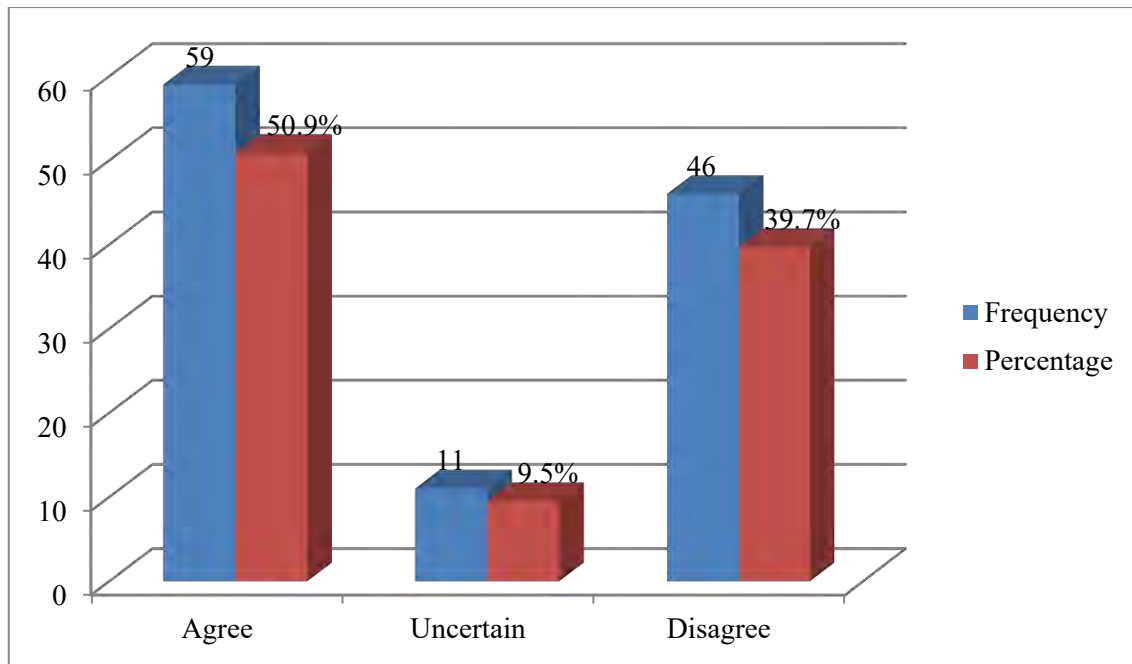
Figure 4.6: Respondents on communication between management and employee

4.6.5 Involvement of employees in decision-making

The study sought from respondents the involvement of employees in decision making as a strategy to address employee turnover. The finding presented in Table 4.7 shows that majority 47 (40.5%) of the respondents agree that involvement of employees in decision making as a strategy to address employee turnover, 37 (31.9%) of the respondents were in disagreement to the statement whiles 32 (27.6%) of the respondents neither agree nor disagree to the statement. The finding affirms Surji, (2013) who assert that "enabling employees to contribute inform of thoughts and ideas empowers them directly and indirectly to contribute to the decision-making process". Again Ronra and Chaisawat (2016) revealed that "good interaction between a supervisor and subordinates creates good feedback from employees, thus, making employees feel that management values their opinions and is interested in their perspective".

52

Table 4.7 Respondents on employee in decision making

Responses	Frequency	Percentage (%)
Agree	47	40.5
Uncertain	32	27.6
Disagree	37	31.9
Total	**116**	**100**

 Source: Field survey, 2022

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of the analysed data on employee turnover in the hotel industry in Koforidua of the Eastern Region. The chapter further gives conclusions from the analysed data and recommendations thereafter.

5.2 Summary of Findings

The general purpose of the study was aimed at bridging the knowledge gap on employee turnover in hotels and restaurants in New Juaben South municipal. The study was guided by the following research questions: What are the factors contributing to employee turnover within the hospitality industry in Koforidua? What is the implication of the remuneration and rewards on employee retention? What are the measures or strategies to addressed employee turnover in hospitality industries?

The study adopted descriptive research design, with quantitative approach. The study population comprises management and staff of selected hotels of the hospitality industries in the Eastern region. The adopted stratified random sampling to select the population of the study, which covered the management staff, the middle level staff and the lower level of staff. A self-administered questionnaire was used to collect data from the workers for the study. The questionnaire used a five-point Likert scale type. The quantitative data collected using the questionnaire was analysed using descriptive statistics in the form of frequency distributions, graphs and charts.

The findings on the demographic information of respondents indicate that the female (55%) population was higher than that of males (45%). Majority (38.8%) of the respondents were above 36 years. The results show that most (88%) of the respondents had academic qualifications from tertiary level in education. The finding shows that majority (44.8%) of the respondents have worked for the hotel for a period of 8-11 years. Most of the employees have at least a special skill in hotel operations.

Generally, the employees agreed that organisational factors affect the rate of employee turnover in the hotel industry in Koforidua. Specifically, 52.6% of the respondents agreed that the manager's style of leadership contributes to a greater extend to the rate of employee turnover. On low job satisfaction due to too much workload, most (41.4%) of the respondents neither agree nor disagree thus were uncertain to the assertion. From the findings majority (75.9%) of the respondents also agreed that low motivation in the organisation, also contributes to employee turnover. A greater percentage (56%) of respondents seemed to concur to the fact that career aspirations of the employee create more incentives for them to change from one employer to the other.

With regards to implications of remuneration and rewards on employee retention, majority (55.1%) of the respondents disagreed that they are paid on their performance, On open door policy for renegotiation of payment packages majority (63.8%) of the respondents agreed to the statement, whereas (36.2%) of the respondents disagreed that their industry does not open door for renegotiation of payment packages. Again Majority (50.9%) of the respondents agreed that informal recognition is just as important as formal recognition, whereas (37.1%) of the respondents disagreed.

With regards to strategies to addressing employee turnover, from the findings majority (83.6%) of the respondents agreed that better working conditions is a strategy to retain employees in hotel industry. Also most (46.6%) of the respondents agreed that better career prospects and job security is a strategy to address employee turnover. On training to equip employees, surprisingly majority (47.4%) of the respondents were uncertain that provision of training to equip employees with necessary skills as a strategy to address employee turnover, whiles 31.9% agreed. The findings shows that most (40.5%) of the respondents agreed that involvement of employees in decision making as a strategy to address employee turnover.

5.3 Conclusion

This study found employee turnover an issue in the hotel industry and specifically in the Koforidua environs. The study discovered that the front-office, accommodation and the food and beverage departments are more prone to turnover than the administrative department. The study identifies many factors that contribute to the high employee turnover rates in the hospitality industry. Among the many factors, the most important reason is the lack of motivation or Inspiration to the workers. The managers of their previous job neither considered the input of the employees nor rewarded their efforts through incentives. There were no training programs to improve the skills of these employees. This ultimately created scope for seeking better places to work and contributed to low employee retention rates. Introduction of awards for hardworking employees, recognising the efforts and input of employees, more employee participation in the management and empowerment and delegation are the techniques to eliminate low employee retention rates.

An employee who is more exposed out of experience expects to be promoted when an opportunity arises. Most of the employees are qualified for the various jobs they are hired so the issue of incapacitation does not arise. Employees expect their duties and responsibilities to be well defined and the work load to be as per the agreement terms. If they are overloaded, the employees will tend to seek another employer who is not overloading them. The study concluded that the hospitality industry can benefit on open door policy, and regular performance appraisals are necessary but they are only beneficial if undertaken fairly. Issues of employee morale and employee suggestions and job security are not a priority in the industry. The study also concluded that a conducive working environment is key in improving employees' morale and retaining them.

5.4 Recommendations

Based on the findings and conclusions of the study, the following recommendations were made;

 i.   The study recommends that an appropriate level of pay and additional benefits packages should be offered to employees for their hard work in solving this hindrance.

 ii. The hospitality industry needs to adopt open door policy in order to address the issues that arise.

 iii. The need for hospitality industry management to undertake regular performance appraisals and address issues of employee morale and employee suggestions and job security.

iv. The hotel management should also come up with structures that support career growth including; training and workshops to provide its employees with career growth opportunities.

v. Management should ensure that the employees are well motivated to perform their tasks by offering good incentives and recognizing the well performing employees.

vi. Establish sound and effective retention strategies provision of better working conditions, establishing good communication lines between management and employees.

5.5 Suggestion for further Studies

The hospitality industry is one of the key sectors contributing to the development of this country and it consumes a lot of human capital. However this sector is experiencing high rate of employee turnover. Therefore, further research may help leaders in such industries improve on the employee turnover rate, enabling them to compete more effectively in the hospitality industry. Similar studies should be done across other industries apart from the hospitality industry to find out how different or similar employees different industries view employees retention and the factors that contribute to it positively as well as negatively.

REFERENCES

Abassi, S. M. & Hollman, K.W. (2000) "Turnover: The real bottom line", *Public Personnel Management*, 2(3), Pp. 333-342

AbuKhalifeh, A., & Som, A. (2013). The antecedents are affecting employee engagement and organisational performance. *Asian Social Science, 9*(7), 41-46.

Acheampong, I. K. (2006). *Human resource development, labour market concepts and operation.* Catholic Mission Press, Cape Coast.

Adnan, I. (2012). Employee Turnover: Causes, Consequences and Retention Strategies in Saudi Organizations. *6*(2), 275-281.

Akinyomi, O. J. (2016). Labour Turnover: Causes, Consequences and Prevention. *Fountain University Journal of Management and Social Sciences, 5*(1), 105-112.

AlBattat, A. R., Som, A. P. M., & Helalat, A. S. (2014). Higher dissatisfaction higher turnover in the hospitality industry. *International Journal of Academic Research in Business and Social Sciences, 4*(2*),* 45-52.

Allen, D., & Bryant, P. (2018). *Managing Employee Turnover: Dispelling Myths and Fostering Evidence-Based Retention Strategies.* New York: Business Expert Press.

Amin, Z., & Akbar, K. P. (2013). Analysis of psychological well-being and turnover intentions of hotel employees: An empirical study. *International Journal of Innovation and Applied Studies, 3,* 662-671.

Arnoux-Nicolas, C., Sovet, L., Lhotellier, L., Di Fabio, A., & Bernaud, J. (2016). Perceived work conditions and turnover intentions: The mediating role of meaning of work. *Frontiers in Psychology, 7*, 704.

Awang, A., Amir, A., & Osma, W. (2013). Job behavioural factors and turnover intention: A case study at Sime Darby Property Limited. *International Journal of Advances in Management and Economics, 2*(6), 103-115.

Badubi, R. M. (2017).Theories of Motivation and Their Application in Organizations: A Risk Analysis. International Journal of Innovation and Economics Development, vol. 3, issue 3, pp. 44-51.

Bartlett, K. (2001). The Relationship between Training and Organizational Commitment: A study in the Health Care Field. *Human Resource Development Quarterly, 12(4),* 335-352.

Boam, R. & Sparrow, P. (2012). *Designing and Achieving Competency*. London, UK: McGraw-Hill.

Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover HR strategies for retaining top talent. *Compensation and Benefits Review, 45*(3), 171-175.

Brown, E. A., Thomas, N. J., & Bosselman, R. H. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for generation Y hospitality employees with a hospitality education. *International Journal of Hospitality Management, 46,* 130-137.

Carless, S. (2007*).* Graduate recruitment and selection in Australia. *International Journal of Selection and Assessment, 15(2),* 153-166.

Chong, C. W., & Besharati, J. (2014). Challenges of knowledge sharing in the petrochemical industry. *Knowledge Management & E-Learning: An International Journal (KM&EL)*, *6*, 171-187.

Cooper, D., & Schindler, P. (2014). *Business Research Methods.* New York: McGraw-Hill.

Cohen, S. (2013). Recruitment and retention: How to get them and how to keep them. *Journal of Nursing Management*, *44*(4), 11-14.

Cohen, L., Marrison, K. & Manion, L. (2002). *Research Methods in Education*, London, Routledge

David, A. & Anderzej, A. (2010). Organisational Behaviour. 7th ed. London: Pearson, 2010.

Deloitte. (2014). *Kenya Human Capital Trends; Engaging the 21st-Century Workforce.* Johannesburg: Deloitte & Touche.

Denisi, A.S and Griffin, R. W. (2008) *Human Resource Management*, NY: Houghton Mifflin Company

Dessler, G. (2008). Human resource management (11th ed.) Upper Saddle River, NJ: Pearson, Prentice Hall, 2008.

DiPietro, R.B., & Condly, S.J. (2007). Employee turnover in the hospitality industry: An analysis based on the CANE model of motivation. *Journal of human resources in hospitality & tourism, 6(1), 1-22*

Dobre, O. (2013). Employee motivation and organizational performance. *Review of Applied Socio-Economic Research, 5*(1), 53-60.

Eversole, B. A. W., Venneberg, D. L., & Crowder, C. L. (2012). Creating a flexible organisational culture to attract and retain talented workers across generations. *Advances in Developing Human Resources, 14*, 604-625.

Faldetta, G., Fasone, V., & Provenzano, C. (2013). Turnover in the hospitality industry: Can reciprocity solve the problem? *Pasos: Revista de Turismo y Patrimonio Cultural, 11,* 583-595.

Ganesha, A. B. & Abubakkar, S. (2017). A study on employee turnover in hospitality industry in d. K. District, Karnataka.

Gieter, S. D., & Hofmans, J. (2015). How Reward Satisfaction Affects Employees'
	Turnover Intentions and Performance: An Individual Differences Approach.
	Human Resource Management Journal, 25(2), 200-216.

Gill, J., & Johnson, P. (2010). *Research Methods for Managers.* London: Sage.

Gilbreath, B. (2012). Educating managers to create healthy workplaces. *Journal of
	Management Education, 36*, 166-190.

Gounaris, S., & Boukis, A. (2013). The role of employee job satisfaction in
	strengthening customer repurchase intentions. *Journal of Services Marketing*,
	27, 322-333.

Grobelna, A. (2015). Intercultural challenges facing the hospitality industry:
	Implications for education and hospitality management. *Journal of Intercultural
	Management, 7*(3), 101-117.

Groshen, E. L. (1991). The Structure of the female/male wage differential: Is it who you
	are, what you do, or where you work? *Journal of Human Resources, 26*, 457-
	472.

Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts, perceived
	organisational and supervisor support: Investigating the impact on intent to
	leave among hospitality employees in India. *Journal of Human Resources in
	Hospitality and Tourism, 14,* 290-315.

Hartog, D., Boon, C., & Croon, M. (2012). HRM, Communication, Satisfaction, and
	Perceived Performance. *Journal of Management, 30*(60), 1637-1665.

Herpen, M., Praag, M.& Cools, K. (2005). The Effects of Performance Measurement
	and Compensation on Motivation: An empirical study. *De Economist*, *153(3)*,
	303-29

Ho, L. A. (2011). Mediating, learning organizational innovation, and performance.

Industrial Management and Data System, 111, 113-131.

Hwang, J., Lee, J. J., Park, S., Chang, H., & Kim, S. S. (2014). The impact of occupational stress on employee's turnover intention in the luxury hotel segment. *International Journal of Hospitality and Tourism Administration, 15*(1), 60-77.

Jehanzeb, K., Raseed, M.F., Rasheed, A., & Aamir, A. (2012). Impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia. *International Journal of Business and Social Science*. 2012,3 (21): 271-278.

Kara, D., Uysal, M., Sirgy, M. J., & Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management, 34*(1), 9-18.

Karatepe, O. M. (2014). Hope, work engagement, and organisationally valued performance outcomes: An empirical study in the hotel industry. *Journal of Hospitality Marketing & Management, 23*, 678-698.

Karatepe, O. M., & Kilic, H. (2015). Does manager support reduce the effect of work–family conflict on emotional exhaustion and turnover intentions? *Journal of Human Resources in Hospitality and Tourism, 14,* 267-289.

Karatepe, O. M., Karadas, G., Azar, A. K., & Naderiadib, N. (2013). Does work engagement mediate the effect of polychronicity on performance outcomes? A study in the hospitality industry in Northern Cyprus. *Journal of Human Resources in Hospitality and Tourism, 12,* 52-70.

Khalili, M. (2014). A study on relationship between organizational culture and organizational commitment. *Management Science Letters, 4,* 1463-1466.

Khan. (2014). Impact of Job Satisfaction on Employee Turnover: An Empirical Study

of Autonomous Medical Institutions of Pakistan. *Journal of International Studies, 7*(1), 122-132.

Knani, M. (2014). Ethics in the hospitality industry: Review and research agenda. *International Journal of Business and Management, 9*(3), 1-8.

Kochanowski, Y. (2011). Human capital management in government: Replacing government retirees. *Journal of Health and Human Services Administration, 34*, 85-108.

Kombo, R. & Tromp, A. (2005). *Research methodology*: A step-by-step guide for beginners Fourth Edition. SAGE Publications Ltd.

Kumar, N. & Singh, V. (2011). Job satisfaction and its correlates [J]. International Journal of Research in Economics & Social Sciences, 2011,1 (2): 11-24.

Kuria, S., Odingi, A., & Wanderi, P. (2012). Assessment of causes of labour turnover in three and five star-rated hotels in Kenya. *International Journal of Business and Social Science, 3*, 311-317.

Kysilka, D., & Csaba, N (2013). Employee turnover in the hospitality industry. *Anale Seria Stiinte Economice. Timisoara, 19, 377.*

Liu, Z., Cai, Z., Li, J., Shi, S., & Fang, Y. (2014). Leadership Style and Employee Turnover Intentions: A Social Identity Perspective. *Career Development International, 18*(3), 305-324.

Madera, J. M., Dawson, M., & Neal, J. A. (2014). Managing language barriers in the workplace: The roles of job demands and resources on turnover intentions. *International Journal of Hospitality Management, 42,* 117-125.

Marshall, T., Mottier, L., & Lewis, R. (2016). Motivational factors and the hospitality industry: A case study of examining the effects of changes in the working environment. *Journal of Business Case Studies, 11*(3), 123-132.

Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2016). The role of supervisory behaviour, job satisfaction and organizational commitment on employee turnover. *Journal of Management and Organization, 22*(1), 113-129.

Mburu, M. W. (2018). *Factors influencing employee turnover in the hospitality industry in kenya: a case study of hill park hotel.* A Project Research Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Science in Organizational Development (MOD)

McClean, E. J., Burris, E. R., & Detert, J. R. (2013). When does voice lead to exit?: It depends on leadership. *Academy of Management Journal, 56*, 525-548.

Mello J. (2001). *Strategic Human Resource Management,* Cengage Learning, Indian Edition

Mintah-Prempeh, V., Commey, V. & Kuuder, C. J. W. (2015). Factors accounting for labour turnover in the hospitality industry in Sunyani Municipality, Ghana. *African Journal of Hospitality, Tourism and Leisure* Vol. 4 (2)

Mohsin, A., Lengler, J., & Aguzzoli, R. (2015). Staff turnover in hotels: Exploring the quadratic and linear relationships. *Tourism Management, 51,* 35-48.

Ncube, C. M., & Samuel, M. O. (2014). Revisiting employee motivation and job satisfaction within the context of an emerging economy: Theoretical representation and developing the model. *Mediterranean Journal of Social Sciences*, *5*, 267-282.

Nwagbara, U., Oruh, E. S., Ugorji, C., & Ennsra, M. (2013). The Impact of Effective Communication on Employee Turnover Intension at First Bank of Nigeria. *Economic Insights – Trends and Challenges, 2*(25), 13-21.

Ologunde, A.O., Asaolu, T.O. & Elumilade, D.O., (2006). Motivation and labour

turnover among University teachers in south-western Nigeria. *Research Journal of International Studies*, *2,* 47-65

Ongori, H. (2007) "A review of the literature on employee turnover", *African Journal of Business Management*,

Pragassa, W. P. (2017). Employee retention factors in the hospitality industry: a case of the carnivore restaurant, Nairobi, Kenya. A research project report submitted to the Chandaria school of business in partial fulfilment of the requirement for the master's degree of business administration (mba) in strategic management

Raub, S., & Robert, C. (2013). Empowerment, organizational commitment, and voice behaviour in the hospitality industry evidence from a multinational sample. *Cornell Hospitality Quarterly, 54*(2), 136-148.

Reitz, O. E. (2014). The job embeddedness instrument: An evaluation of validity and reliability. *Geriatric Nursing, 35*, 351-356.

Robinson, R. N., Kralj, A., Solnet, D. J., Goh, E., & Callan, V. (2014). Thinking job embeddedness not turnover: Towards a better understanding of frontline hotel worker retention. *International Journal of Hospitality Management, 36,* 101-109.

Rossenbloom, J. S. (2001). *The Handbook of Employee Benefits*. 5th ed. London,UK: McGraw-Hill.

Ruizalba, J. L., Bermúdez-González, G., Rodríguez-Molina, M. A., & Blanca, M. J. (2014). Internal market orientation: An empirical research in hotel sector. *International Journal of Hospitality Management*, *38*,11-19.

Rynes, S. L., Colbert, A. E., & Minette, K. A. (2004). The Importance of Pay in the Employee Motivation: *Discrepancies between What People Say and What They Do. Human Resource Management, 43(4)*, 381-94.

Ryu, S., & Lee, Y. (2013). Examining the role of management in turnover. *Public Performance & Management Review, 37*, 134-153.

Saari, L. M. & Judge, T. A., (2004). Employee attitudes and job satisfaction. Human Resource Management, 2004,43 (4): 395-407.

Sahin, D., Cubuk, D., & Uslu, T. (2014). The effect of organizational support, transformational leadership, personnel empowerment, work engagement, performance and demographical variables on the factors of psychological capital. *Emerging Markets Journal, 3*(3), 1-17.

Saif, K. F., Nawaz, A., Jan, A. & Khan, M. I. (2012). Synthesizing the theories of job-satisfaction across the cultural/attitudinal dimensions. *Interdisciplinary Journal of Contemporary Research in Business*, 2012,3 (9): 1382-1396.

Sandhya, K., & Kumar, D. P. (2011). Employee retention by motivation. *Indian Journal of Science and Technology*, *4*, 1778-1782.

Shahid, A., & Azhar, S. M. (2013). Gaining employee commitment: Linking to organizational effectiveness. *Journal of Management Research*, *5*, 250-268.

Smith, P. J., & Cronje, G. J. (1992). Management principles. A Contemporary South African edition. Kenwyn: Juta & ltd, 1992.

Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement the roles of organisational justice and leadership style in predicting engagement among employees. *Journal of Leadership & Organizational Studies*, *21*(1), 71-82.

Surji, K. M. (2013). The Negative Effect and Consequences of Employee Turnover and Retention on the Organization and Its Staff. *European Journal of Business and Management, 5*(25), 52-65.

Teng, C. C. (2013). Developing and evaluating a hospitality skill module for

Enhancing performance of undergraduate hospitality students. *Journal of Hospitality, Leisure, Sport, & Tourism Education*, *13*(1), 78-86.

Terera, S. R., & Ngirande, H. (2014). The Impact of Rewards on Job Satisfaction and Employee Retention. *Mediterranean Journal of Social Sciences, 5*(1), 481-487.

Tews, M. J., Michel, J. W., & Ellingson, J. E. (2013). The impact of coworker support on employee turnover in the hospitality industry. *Group and Organization Management, 38,* 630-653.

Tsai, S. P., Bernacki, E. J., & Lucas, L. J. (2013). A Longitudinal Method of Evaluating Employee Turnover. *Journal of Business and Psychology, 3*(4), 465-473.

Tse, H. H., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *Leadership Quarterly, 24,* 763-776.

Tsui, P. L., Lin, Y. S., & Yu, T. H. (2013). The influence of psychological contract and organisational commitment on hospitality employee performance. *Social Behaviour and Personality, 41,* 443-452.

Venkataramani, V., Labianca, G., & Grosser, T. (2013). Positive and negative workplace relationships, social satisfaction, and organizational attachment. *Journal of Applied Psychology, 98*, 1028-1039.

Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics, and Social Sciences, 3*(1), 1-17.

Vnouckova, L., & Klupakova, H. (2013). *Impact of Motivation Principles on Employee Turnover.* Prague: Central European Review of Economic Issues.

Wang, S., Noe, R. A., & Wang, Z. M. (2014). Motivating knowledge sharing in

knowledge management systems a quasi–field experiment. *Journal of Management*, *40*, 978-1009.

Wu, C. M., & Chen, T. J. (2015). Psychological contract fulfillment in the hotel workplace: Empowering leadership, knowledge exchange, and service performance. *International Journal of Hospitality Management, 48,* 27-38.

Yaniv, E. & Farkas, F. (2005). The Impact of Person- Organization Fit on the CorporateBrand Perception of Employees and of Customers. *Journal of Change Management. 5(4)*, 447-61.

Yucel, I., McMillan, A., & Richard, O. C. (2014). Does CEO transformational leadership influence top executive normative commitment? *Journal of Business Research, 67*, 1170-1177.

Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, *41*, 129-140.
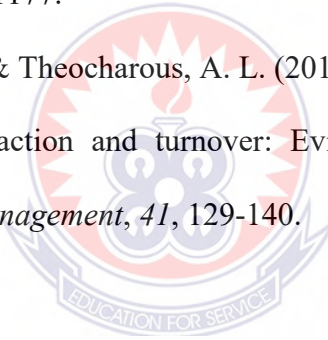
APPENDIX

QUESTIONNAIRE FOR RESPONDENTS

TOPIC: EMPLOYEE TURNOVER IN THE HOSPITALITY INDUSTRIES IN GHANA: A CASE STUDY IN THE EASTERN REGION

Introduction: Dear Respondent, I am Emelia Boafo, a Student of the above University. I am conducting a research project on the topic "Employee turnover in the Hospitality Industry in the Eastern Region, as part of the requirement for the M-Tech program. To this effect, I humbly solicit your help in completing this questionnaire. I guarantee that your responses will be kept strictly anonymous and confidential. Thank you very much for your anticipated consideration.

Section A: Demographic information (Please tick appropriate)

1. Gender:

Male [   ]   Female [   ]

2. Age range:

20-25 years [   ]

26-30 years [   ]

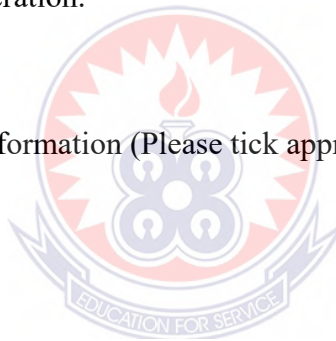31-35 years [   ]

36 years and above [   ]

3. Educational level:

Secondary [   ]   Polytechnic [   ]   University [   ]

4. Religious affiliation:

Islamic [   ]   Christianity [   ]   Traditional [   ]

5. How long have you been with your current employer?

1-3 years [   ]

4-7 years [   ]

8-11 years [   ]

Above 11 years [   ]

6. Which department are you in? ....

SECTION B: Factors that contributes towards the high employee turnover

Please indicate the extent to which you agree or disagree with these statements. Where

1=Strongly Agree; 2 = Agree; 3= Uncertain; 4 = Strongly Disagree; 5= Disagree

Factors	1	2	3	4	5
Manager`s style of leadership in the organisation					
Low job satisfaction due to too much workload					
Recruitment policies in the organisation					
Low motivation in the organisation					
Incapacitation of the employee					
Career aspirations of the employee					
Safe working environment, job security, policies and regulations					
Conflict between family and job demands					
Lack of leave and overtime allowance					
Pay package (e.g. good salary, bonuses, pay for overtime etc)					

SECTION C: Implications of remuneration and rewards on employee retention

The following section seeks to find out more about your opinion on the implication of reward and remuneration on employee retention. Please indicate the extent to which you agree or disagree with these statements. Where 1=Strongly Agree; 2 = Agree; 3= Uncertain; 4 = Strongly Disagree; 5= Disagree

Variables	1	2	3	4	5
I am paid based on my performance					
The remuneration packages are competitive					
There is open door policy for renegotiation of payment packages					
Promotions are conducted fairly					
Informal recognition is just as important as formal recognition					
Management's attempts at improving the wage and salary structure is satisfactory					

SECTION D: Strategies to address employee turnover

Please indicate the extent to which you agree or disagree with these statements.

1. Better working conditions

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

Strongly disagree [   ]

Disagree [   ]

2. Better career prospects and job security

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

72

Strongly disagree [   ]

Disagree [   ]

3. Provision of training to equip employees with necessary skills

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

Strongly disagree [   ]

Disagree [   ]

4. Good communication between management and employees

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

Strongly disagree [   ]

Disagree [   ]

5. Involvement of employees in decision-making

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

Strongly disagree [   ]

Disagree [   ]

6. Employ people with the right qualification

Strongly agree [   ]

Agree [   ]

Uncertain [   ]

Strongly disagree [   ]

Disagree [   ]

7. Enhance employee-employee relationship

Strongly agree [   ]   Agree [   ]   Uncertain [   ]   Strongly disagree [   ]   Disagree [   ]