

**UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI**

**EMPLOYEE TURNOVER AND ITS EFFECT ON WORK FLOW IN THE
HOSPITALITY INDUSTRY: A CASE STUDY OF SELECTED HOTELS IN THE
KUMASI METROPOLIS**

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HOSPITALITY AND TOURISM EDUCATION**

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DECLARATION

Candidate's Declaration

I, **CLARA AFFOCHI NYARKO-JECTEY** hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's signature

Date:

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Education, Winneba

Supervisor's signature.....

Date:

DR. GILBERT OWIAH SAMPSON

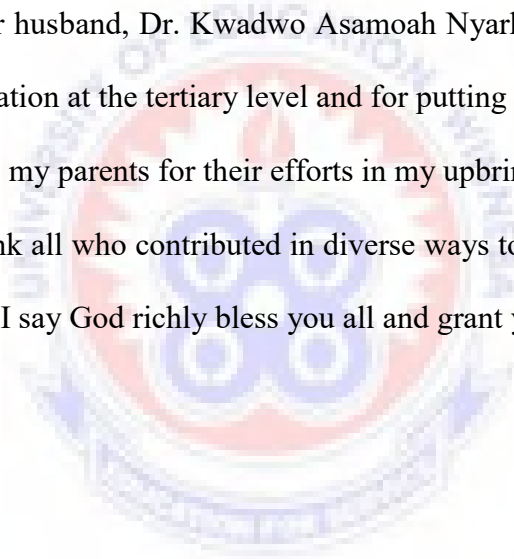
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I am very grateful to my parents for their efforts in my upbringing and training to this far. I wish to finally thank all who contributed in diverse ways to help me in the development of my project work. I say God richly bless you all and grant you all your heart desires.



DEDICATION

This Project work is dedicated to my Parents, the late Mr. L. B Akainyah and my mother Mrs. Nelly Akainyah who have been my inspirer for their love and conscious effort to see me through my education and life experiences.

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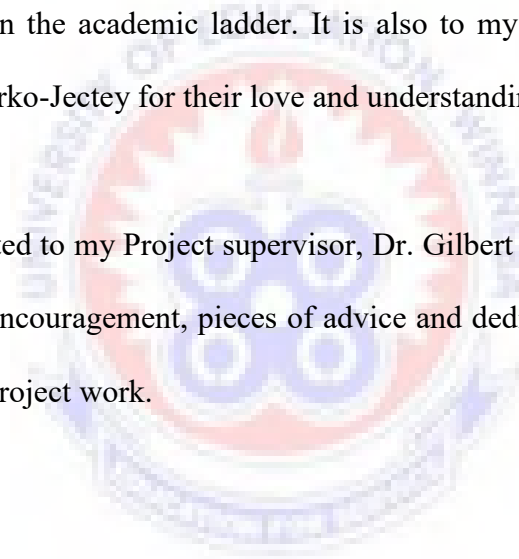


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LIST OF ABBREVIATIONS

IFR	Increased financial returns
AW	Adequate welfare for employees
IBP	Improved benefit package
GWC	Good working conditions
AC	Adequate compensation
JS	Job security
CA	Career Advancement
SE	Self enhancement
P	Promotions
T&D	Training and development opportunities
PNR	Provision of the necessary resources to complete task successfully
PDO	Personal development opportunities
PWH	Prestige of working at this hotel
AJS	Assurance of job security
FPP	Management is extremely fair in promotional policies
ARB	The rewards and other benefits enjoyed in this hotel are very adequate
TWP	Timely and effective wage payment policies
CN	My needs are taken into consideration at work
FP	Employees are paid fairly for the work they perform
WRB	Management has a wide range of benefits available for employees
FRS	Management has a broad and flexible reward scheme for employees

ABSTRACT

Employee turnover is one of the major problems facing the hotel industry the world over with Ghana being no exception. Generally, the hotel industry depends on humans as part of the product, with unnecessary employee turnover being an element of critical importance to bottom line performance and workflow. To this effect, the aim of the study was to examine the factors that influence employee turnover and its effect on work flow in selected hotels in the Kumasi metropolis. This study adopted a descriptive research design. From an approximate population of 500 permanent staff members of the selected hotels, random sampling was used to select a total of 100 respondents comprising 25 management members and 75 employees for data collection with the aid of a structured questionnaire. The data were analysed using SPSS v18 to generate descriptive statistics and ranking analysis using relative importance indexes. The study revealed that the most important employee expectations in the hotel industry as expressed by the respondents were increased financial returns (66.7%), adequate welfare (64%), improved benefit package (60%) and good working conditions (54.7%). Also, it was found that turnover was unhealthy for workflow in the hotels. For instance, the highly rated effects of employee turnover on productivity and workflow by the respondents in the hotels were service delivery breakdown (65.4%), negative impact on the hotel's performance (56%) and reduction in profit (53.3%). In conclusion, the factors that influence employee turnover in hotels in the Kumasi metropolis relate to their expectations of gainful employment. The lack of these expectations affect their turnover rate which negatively affects workflow. In order to boost the job-embeddedness of employees whilst slowing down the inclination to engender turnover intention, hotel management should look at how they will use rewards to motivate their workers.

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The hospitality industry over the years has created a wide range of employment in diverse ways as noted by Nickson (2007), indicating that the hospitality industry provides a large range and number of jobs to people in every part of the world. According to Kusluvan (2003), one of the major benefits of developing the hospitality industry in any economy is the provision of employment. Over the last few decades, the hospitality industry has gained prominence as a multi-billion Dollar industry (Bottorff, 2013), which generally consists of a number of diverse sectors including lodging, travel agencies, tour operators, transportation, accommodation, food and beverage, and attractions which require a variety of occupational skills.

As a human based industry the hospitality industry depends on humans as part of the product, which cannot be separated from the service process (Ghazali, 2010). This makes employee satisfaction and retention very important in the hospitality industry. Bull (1995), attributes the labour intensity in the hospitality industry to the traditional importance and irreplaceable role of personal service. However, challenges that face the success of businesses including labour turnover crises have been emerging globally in the hospitality industry. Employee turnover has had a detrimental effect for many major organizations in the world (Khatri, Fern & Budhwar, 2001).

Employee turnover generally refers to the rate at which an employer gains and losses employees. According to Abassi & Hollman (2000), employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations and between the states of employment and unemployment. The service and labour-intensive nature of the hotel industry make it vulnerable to suffer turnover rates higher than other sectors. For instance, a study by Davie (1999) revealed that turnover in 20 North American hotels averaged 60 percent of total employment. Similarly, a research on labour turnover in Kenya's hospitality industry (ILO, 2001) indicated similar trends of labour turnover with lodges on the lead with 60 percent in 2000.

The high turnover rates in the hospitality industry could be attributed to the challenges of employee retention. This reality has a great impact on the development of the hospitality industry. Croucher et al., (2011), talks about excessively high and low turnover rates which has a negative consequence on both the success and productivity of the hospitality sector. High turnover may be harmful to a company's productivity and workflow if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Organizations invest a lot in their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Lashley (2000), add that the cost of labour turnover is not only significant in tangible monetary cost but also in an intangible cost associated with loss of skills and inefficiency.

The Ghanaian hospitality industry, particularly the hotel sector is not exempted from the issues of employee turnover. The reasons for employee turnover can be due to both

internal and external factors and vary between different groups of employees and the individual employees themselves. Increase in demand and better working conditions for particular skilled labour in the industry and the social and cultural factors of the environment within which the organization operates are all external factors that influence employee turnover. Internal factors such as the organizations structure, reward packages and policies also affect the employee turnover. Hinkin & Tracey (2000) explicitly reveal that many hospitality workers turnover for reasons such as poor supervision and little responsibility, many jobs are mundane or too ordinary and repetitive and finally there is inadequate compensation. Labour is a significant cost and the leakage of human capital through unnecessary turnover is an element of critical importance to bottom line performance and workflow particularly in the hotel sub sector. It therefore becomes imperative to understand and control labour turnover at all levels in an organisation.

1.1 Problem Statement

Employee turnover has been one of the major problems facing the hospitality industry the world over with Ghana being no exception. The hospitality industry in Ghana is enormous with the hotel sub-sector growing rapidly over the past years. This is evidenced with the expansion of most existing hotels and the development of new ones by the day. The success of most of these hotels in terms of customer service and numbers of customers cannot be overemphasised.

Hotels in the Kumasi metropolis have had a considerably fair share of labour turnover over the years. For instance, hotels like; NOKs, Justice and Stadium all within the

Kumasi Metropolis, have experienced rampant staff turnover for the past years. The employees of the hotels are important stakeholders in the organization but unfortunately after scarce resources have been used in recruiting, training and developing them, most of them leave the hotels for other companies after a short period of time. Employee turnover thus has drained scarce resources of most hotels as the services of the lost employees are no longer available to be utilized. The problem of employee turnover raises a lot of concern to the hotels in the area.

However, employees leave the organization with reasons such as poor remuneration and lack of motivation that can be properly addressed to reduce labour turnover. For instance, the rising level of labour turnover in the hotels implies some job dissatisfaction. The salaries of employees have always been the most common cause of the employee turnover rate being so high. Employees seek for jobs which pay well and for that matter will quit for much better jobs that will provide them with better salaries. Also the lack of motivation and advancement opportunities in the hospitality industry is a contributory factor to the increasing rate of staff turnover. In view of these problems, this research is carried out to gain useful information on staff turnover in the hospitality industry focusing specifically on hotels.

1.2 Main Objective

The main objective of this research is to examine the factors that influence staff turnover and its effect on work flow in selected hotels in the Kumasi metropolis. To achieve the main objective, the following specific objectives are set:

1. To determine the current employee expectations that would help management improve their present retention strategies.
2. To examine how motivational factors affect employee turnover and retention at the various hotels.
3. To assess the effect of turnover rate on productivity and workflow as perceived by employees.

1.3 Research Questions

The research is guided by the following research questions:

1. What are the current employee expectations that would help management improve their present retention strategies?
2. How do motivational factors affect employee turnover and retention at the various hotels?
3. What effect does the rate of turnover have on productivity and workflow as perceived by employees?

1.4 Scope of the Research

The geographic setting for this research is Amakom in the Kumasi Metropolitan Area. Amakom is chosen because of the many registered hospitality establishments particularly

hotels of varying star ratings, ownership, facilities and patronage. Furthermore, the decision to focus on this area was due to its proximity and convenience for data collection by the researcher.

Contextually, this research is based on the Ghanaian hospitality industry, with specific emphasis on hotels. This is because hotels provide the core foundations for the development of a viable hospitality industry in Ghana with some hotels providing other hospitality services in addition to lodging. This makes the hotels an interesting research area for studying employee turnover and workflow.

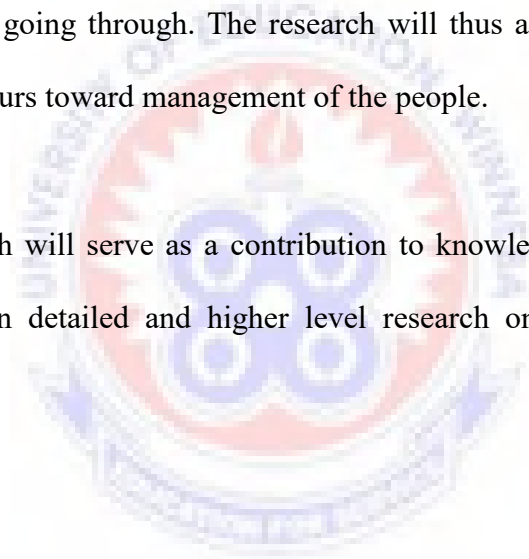
The study was focused on permanent staff members in the various hotels including both management members and employees. The study was based on permanent members because they have key roles and responsibilities for the daily activities and operations of the hotels. The study explored the issues related to staff turnover as far as the Ghanaian hospitality industry is concerned.

1.5 Significance of the Study

The hospitality industry is one of the significant industries in Ghana accounting for a significant contribution to the country's Gross Domestic Product (GDP) and employment. Although this research focuses on hotels, understanding the problem of employee turnover and putting in place effective and efficient mitigating factors would benefit Ghana as hotels are key components of the country's hospitality industry.

The research is conducted to benefit both employees and management of hospitality establishments. It will benefit the employees in the sense that employees will be given an opportunity to state their individual perceptions of their work to give their feelings regarding job satisfaction and organizational commitment and then make recommendations as to what they feel the establishment should do to increase their job satisfaction and need to stay. Also the study is significant in the sense that it would be a source of information for management to check employee turnover so as to improve on their efficiency and effectiveness. It will also serve to make them aware of what their employees may be going through. The research will thus assist management with their efforts and endeavours toward management of the people.

Finally this research will serve as a contribution to knowledge and consequently guide others to engage in detailed and higher level research on employee turnover in the hospitality industry.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter starts with a conceptual framework on Homans propositions on Social Exchange Theory and other theories of employee retention or turnover. Thereafter, it continues with studies related to employee turnover, the extent to which turnover can be harmful to workflow and overall business productivity, how to overcome staff turnover, establishing job retention mechanism to reduce rate of turnover and how to manage the impact of turnover.

2.1 Conceptual Frameworks

2.1.1 Homans' Propositions on Social Exchange

Employee turnover starts with turnover intention and it graduates to the crescendo where the employee actually changes or quit a job (Albattat, Som & Helalat, 2013). Before this occurs, the employee goes through a process of considering the consequences of turning-over through a psycho-social cost-benefit analysis. This internal decision making involves social exchange, an exchange of one job for the other based on various forms of intrinsic and extrinsic reinforcements and analysis of consequences. In the light of the foregoing explanations, the Social Exchange Theory is an applicable conceptual framework of reference for this paper.

Within the Social Exchange Theory there are a host of divergent and convergent views by many theorists. Overall, two broad paradigms are presented in this theory, the

individualistic approach raised by Homans and the collectivist position raised by Levi-Strauss (Ekeh, 1974). For purposes of writing this research paper, Homans's Propositions on Social Exchange Theory has been adopted.

Homans (1961; 1969) presents various propositions about intentional and unintentional (subconscious) social exchange (as cited in Emerson, 1976). They are the following:

- *The Success Proposition*: The more often a person is rewarded for completing a behavior, the more likely the person is to perform that behavior again. For example, if the employee is rewarded for a particular behavior, the more likely he/she will perform that behavior. Similarly, if an employee benefits financially from being poached by a competitive firm, that employee is likely to easily accept to be poached when a similar (or even higher) reward is offered elsewhere. If there are as many such occasions, the 'the probability that he will perform the action will vary directly with the frequency with which it has been rewarded' (Homans, 1974).

At the surface, this proposition assumes that increasing a reward will increase the occurrence of the desired behavior, an example is employee retention, but it is obvious that an employer cannot increase rewards indefinitely.

- *The Stimulus Proposition*: Homans (1974), states that 'if in the past the occurrence of a particular stimulus, or set of stimuli has been the occasion on which a person's action has been rewarded, then the more similar the present stimuli are to the past ones, the more likely the person is to perform the action, or some similar action, now'. In other words, the recurrence of situations leading to the attainment of some

successful action like job exit will make it more probable for the repetition of the job exiting action. The conditions that made Mr. John turnover his previous job will most likely make him turnover the current job if it recurs at the new place. A subtheme to this proposition is the imitation and vicarious reward. This explains that some turnover behaviors, for example, are based on the employees' observance of a colleague who previously turned over and is now succeeding somewhere else. At this point, basing on this proposition, the employee may initiate pre-turnover actions like lateness and apathy to work.

- *The Deprivation-Satiation Proposition:* Homans (1974), states that 'the more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes for him'. In other words if an employee has received a particular reward continually in the past, that reward becomes less valuable over time. If a job reward-based job retention mechanism uses the same reward over time, that reward is marginalized in its ability to motivate a desired behavior.
- *The Value Proposition:* Homans (1974), states that 'The more valuable to a person is the result of his action, the more likely he is to perform the action'. This proposition, when applied to personnel management, makes it clear that the employees engage in value propositions of their current jobs to influence their turnover intention.
- *The Aggression-Approval Proposition:* Homans (1974), states that 'when a person's action does not receive the reward he expected, or receives punishment he did not expect, he will be angry; he becomes more likely to perform aggressive

behavior, and the results of such behavior become more valuable to him'. If an employee wholeheartedly serves the interest of his/her hotel and is erroneously ignored the person will feel aggressive, and vice versa. The second part of this proposition states that 'When a person's action receives reward the expected, especially a greater reward than he expected, or does not receive punishment he expected, he will be pleased; he becomes more likely to perform approving behavior, and the results of such behavior become more valuable to him.'

In summary, the social exchange theory identifies that employees who enjoy favorable benefits in their organizations tend to feel obliged to repay these favors. The decision to repay may make the employee stick to personal retention motives and motivations.

2.1.2 Integrated Turnover Models

Various theories have attempted to understand the processes leading to employee intention to quit and actual quitting of jobs (Jackofsky, 1984). Turnover Research dates as far back as the study by March and Simon (1958), that indicated that employee decision to quit is based on two factors (as cited in Felps, Mitchell, Herman, Lee, Holtom & Harman, 2009). The two factors are (1) perceived desirability of leaving the current job and (2) perceived ease of leaving the organization. These two factors fit well into the Social Exchange theory in that they stress on the fact that the antecedent to turnover is psycho-social cost-benefit analysis. Employees are always considering what they stand to gain if they leave, especially in voluntary turnover circumstances. 'Perceived desirability of leaving' involves a process whereby the employee assesses the extent to which they

are satisfied with current job and decide the level of commitment to the organization. The factors involved in this evaluation include age and current job complexity. Similarly, perceived ease of leaving involves an evaluation of the available alternative job, labour market condition and job tenure (especially for contract-based jobs).

The diagram below gives a pictorial presentation of the turnover model by March & Simons (1958) as adapted from (Jackofsky, 1984). It can be inferred from the diagram that whenever turnover intention is triggered, the employee conducts an evaluation of ‘ease of leaving’ and ‘desirability of leaving’. Once the evaluation proves that turnover is the best option, the employee acquires the turnover intention and may voluntarily quit.

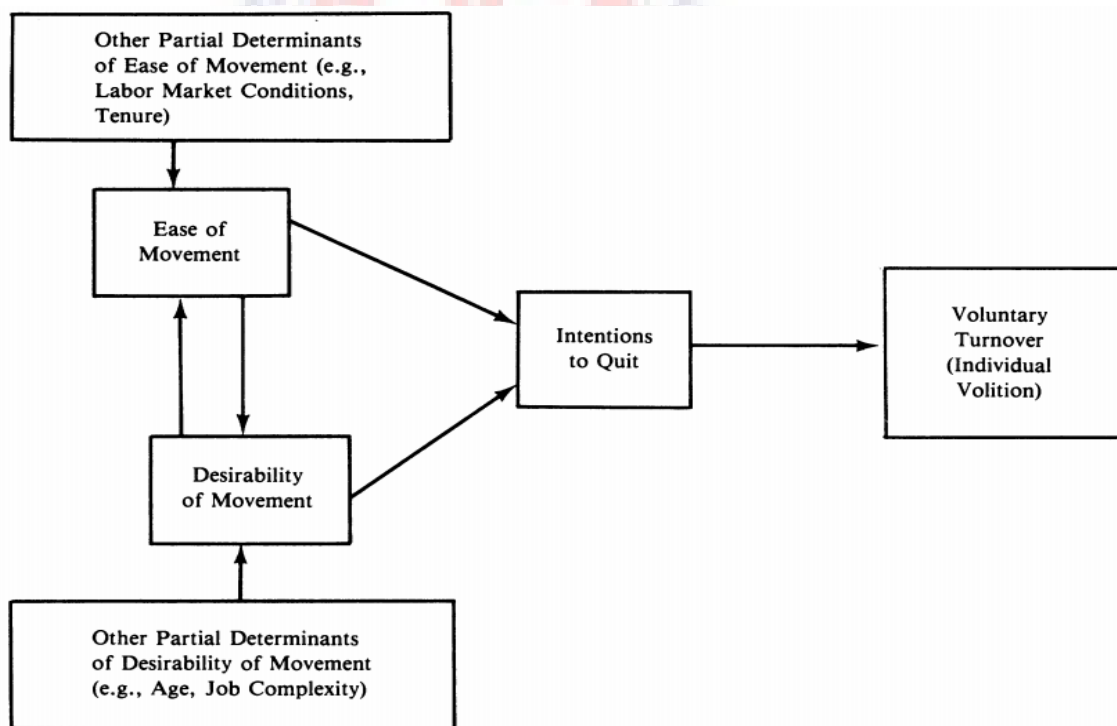


Figure 2.1: Basic Model of Turnover (Jackofsky, 1984, p. 77)

The Mobley (1977) model was another landmark conceptual framework that explained how job dissatisfaction leads to turnover intention which ultimately leads to actual turnover (as cited in Lee, 1988). Lee (1988), explains that, according to the Mobley model, turnover is a journey from job dissatisfaction to actual quitting involves 'seven sequential and intermediate stages between job dissatisfaction and eventual turnover'. The model adopted the March and Simons (1958), model and added five more stages (as cited by Lee, 1988). According to Lee (1988), job dissatisfaction leads an employee to (1) start thinking about quitting, this leads the employee into (2) evaluation of the expected convenience of searching for another job and the costs associated with quitting the present job. After that evaluation is done, the employee may acquire (3) an intention to search for alternative jobs. The intention to quit leads the employee into (4) actual searching for another job and (5) the evaluation as to the acceptability of any identified alternative. This second time of evaluation is the stage where the employee (6) compares those alternatives to the present job, the outcome of this second evaluation is the deciding factor of (7) an intention to quit, and subsequent employee turnover.

Mobley (1977), noted that the best predictor of any of the seven variables is the variable preceding (as cited in Mowday, Koberg and McArthur, 1984). If the foregoing assertion is true the emerging question is as follows, what variable can predict the first variable? The first variable is the related to thoughts of quitting emanating from problems with job satisfaction.

Therefore, Price and Mueller (1986), supplemented Mobley's turnover model by adding the antecedents to organizational commitment and job satisfaction (Mobley's first variable), which was hitherto considered the genesis of turnover intention. The antecedents to job satisfaction and organizational commitment includes 'pay, social integration, instrumental communication, formal communication, centralization, routinization, role overload, promotional opportunity, professionalism, general training, supervisor support, coworker support, and distributive justice' (Lee, 1988). The models summarily outlined have been seminal when it comes to turnover research, today much of turnover research is still rooted in one or more of these traditional theories (Holtom, Mitchell, Lee & Eberly, 2008). Holtom et al. (2008), stress on the idea in spite of the myriad of theoretical constructs that explain turnover, theoretical consensus is still unavailable.

2.2 Causes of Turnover Intention and Actual Turnover

Demir, Çolakoğlu and Güzel (2007), conducted a study to know discover the relationship between employee turnover and the location of hotels. The paper claims that employee turnover in the hospitality industry often ranges from 200% to 300% per year (p. 478). This whopping statistic means that a company can have entire staff turning over twice or thrice within a year. The main source of this is the turnover of new entrants within first 30 days and the addition by already existing staff.

Kuria (2011), conducted a study to find out the internal and external causes of employee turnover among three-star and five-star hotels in Nairobi city, Kenya. The results

indicated that labor turnover was higher in three-star hotels (68%) whilst that of five-star hotels is lower (13%). The relative importance of training, experience of the employee, age, promotion and hotel star rating are some key factors that determines labor turnover. In both hotel ratings, a common factor for turnover includes poor training policies, unfavorable working conditions and long working hours without commensurate pay. One recommendation in the paper is that management should endeavor to introduce flexible working hours to balance work and personal life whilst adding a pinch of incentives at varying times. Another relevant suggestion is the idea that management should boost employee commitment by making the improving the working environment. These suggestions are in sync with the study by Ongori (2007) and Tiwari (2015).

Kuria (2011), explained a very important reason why retention should be a relevant objective for hotel management to pursue. The justification is that hotel equipment can be easily copied by competitors whilst 'genuine personal service' from employees cannot be copied. Jim Hartigan (as cited in Kuria, 2011), argues that hotel architecture does not form part of the fond memories of the client as compared to the personal touch of the employee. What can be said is that if management fails to adopt effective retention strategies, their competitors can contribute to 'employee poaching (companies hiring from staff of the competitors) and thereby acquire their secret to beat them in the competition. It is a wake-up call for hotel management, especially in areas where the competition is so high. Finally, a hotel management that wants to be on top of the game of employee retention should place optimum value on conducting exit interviews. Kuria explained that exit interview is effective in revealing relevant information about

‘conditions of employment, competitor’s conditions and the quality or otherwise of supervision, training and selection procedures’.

Sousa-Poza and Henneberger (as cited in Su, 2014), indicated that there is a strong correlation between turnover intention and actual turnover. Su (2014), explained that four relevant factors that can induce labor turnover in hotels are wage rate, fringe benefits, job mentoring process and coworker trust. It is therefore contingent on HR managers to identify which of the determinants they have to tackle to reduce the incidence. Furthermore, the paper explains that a new-comer, who is young, single and just graduated, is less likely to leave a job where there exists a friendly working environment. Tiwari (2015) gives the idea that if an employee is comfortable with their work and working environment, they feel part of the hotel and they are likely to stay for a relatively longer period of time. This assertion is similar to what Su (2014), found out, friendly working environment helps keep employee on the job for longer period. This is because a friendly environment boosts the workers organizational commitment (Tiwari, 2015, p. 17). Furthermore, it can be realized that, as part of working in a hotel, workers are supposed to make customers feel special though, and some employees find this to be unpleasant and sometimes feel disrespected (p. 17). Averagely, the employees in the hotel industry are casual workers with meager wages and such situations are only good for students and youth.

One important factor that increases turnover is inadequate orientation and training of employees, it influences job satisfaction and dedication and ultimately influences

employee retention. It can be said that job satisfaction a key element that can derail employee retention efforts if not handled well (Ongori, 2007; Tiwari, 2015). Meanwhile job satisfaction is usually reduced by the presence of factors like excessive workload which is too difficult to complete, causing them to have poor work-life balance (Acquah, 2015, p. 14). Turnover intention and actual turnover is highly likely. In order to reduce turnover rate, HR Managers in hotels should make some changes to their training and development programs, reward and recognition, work-life balance of employees and effective recruitment and selection methods (Tiwari, 2015).

Acquah (2015), did a study aimed at ascertaining the role of job embeddedness on turnover intention in the Ghanaian hotelier business. This was the aim of the study because job embeddedness is seen to have a significant mediator relationship with traditional HR practices (like Recruitment and Selection and Rewards and Benefits) when it comes to issues of high labor turnover. What is job embeddedness? It is the blend of factors that are determinants of whether an employee will stay with an organization, that is to say a personal web within an individual's environment in which the individual becomes stuck. This explains why some people stay on their job whilst all indicators show that the person should reasonably quit. Some people become embedded in their current job because they feel they do not have the requisite qualification to hop-off their current job. It is interesting to know that whereas Acquah (2015), denounces role of training and development in reducing turnover whilst Kuria (2011), Ongori (2007) and Tiwari, emphasize the relevance of training and development in influencing employee retention.

The only difference between the findings is that Acquah (2015), introduced a mediating variable that can make training and development has little effect on turnover intention. This is partly understandable as the paper note that there exists no universal agreement on the factors that determines why employees stay or leave (p.4).

2.3 Effect of Turnover on Workflow and Productivity

Employee turnover is expensive, costly and detrimental to business growth and development (Acquah, 2015; Albattat *et. al*, 2013; Kuria, 2011; Tiwari, 2015; Ongori, 2007). However, Mobley (1982), indicated that turnover is not always negative from the organizational perspective. It can have positive consequence. Some of the negative consequences of employee turnover include ‘Costs (recruiting, hiring, assimilation, training), Replacement costs, Out-processing costs, Disruption of social and communication structures, Productivity loss (during replacement search and retraining), Loss of high performers, Decreased satisfaction among stayers, Stimulate "undifferentiated" turnover control strategies, Negative PR from leavers’. On the other side of the coin, some of the possible positive consequences include Displacement of poor performers, Infusion of new knowledge/technology via staff replacements, Ignite changes in policy and practice, Increased internal mobility opportunities, Increased structural flexibility, Increased satisfaction among stayers, Decrease in other "withdrawal" behaviors and Opportunities for cost reduction’. As an opposition to Mobley (1982), assertions, it is not always the case that turnover decreases satisfaction among stayers; in an employee-conflict situation and situations like theft it is likely that employees who leave and those expelled will increase satisfaction among stayers.

In this current study, the focus is on the hotel industry and when experienced employees are lost, it can be detrimental. That is why Jim Hartigan (as cited in Kuria, 2011), argues that hotel architecture does not form part of the fond memories of the client as compared to the personal touch of the employee. If employees keep on changing, recurrent clients are unlikely to develop an attachment to the hotel in question because they cannot develop fond memories of the place to encourage future patronage of the hotel. If management decidedly sacks an employee then it means they are ready to bear the aftermath shocks of that turnover. But when quitting happens out of the blue, the business will incur an unexpected cost. On a typical day in a hotel, if workflow lapses become apparent it makes especially first time clients fume with passion for unnecessary delays. This is part of what Mobley (1982), refers to as Out-processing costs; it is the result of the turnover-inspired 'Disruption of social and communication structures' according to the paper.

In the study, Ongori (2007), raised some salient points relating to the effect of turnover on workflow and overall business productivity. Turnover, according to the paper, creates vacancy that needs to be filled at a cost to the organization. Staff replacement cost include advertisement, selection between competing applicants, orientation, training, coaching and mentoring until the new entrant is able to at least fill the void created by the employee who turned-over. Philips (as cited in Ongori, 2007), indicates a very crucial hidden cost of unmanaged turnover as follows: effects on new entrants (replacement staff), workmates closely associated with incoming employees, coworkers closely

associated with departing employees and 'position being filled while vacant'. In the words of Acquah (2015), turnover create an adverse effect on hotel business through increase in operational cost and cost of re-staffing, cost of retraining, excessive pressure on other employees, loss of implicit job knowledge and social capital as well as declining productivity.

Epple (1990), Nelson and Winter (1982), indicate that businesses with high turnover rate are less affected as compared to those with low turnover rates (as cited in Ton & Huckman, 2008, p. 56). The argument is that with high turnover rates, the employees do not gather enough experience and so their departure might not hurt comparatively with that of businesses with low employee turnover. The reason is that businesses whose employees possess high job-embeddedness acquire valuable skills and experience that is lost when turnover sets in. But with high turnover rates, a business just replaces an inexperienced employee with another. When the arguments for and against high turnover is presented, Ton and Huckman (2008), indicate that the effect of turnover on workflow will depend on the organizational environment under which it occurred. For example, management can sack a highly-skilled employee and bear the consequences if evidence proves that some high misdemeanor has been committed by the said employee.

2.4 Overcoming Staff Turnover and Managing its Aftermath

So many studies have confirmed that high turnover rates usually have negative effects on the profitability of organizations if not addressed appropriately (Ongori, 2007). Literature has been revolving around three main thematic areas: sources of employee turnover,

effects of turnover and the strategies to minimize turnover (Ongori, 2007). However, most of the studies have been focused on the causes of turnover leaving little space for understanding the source of turnover, its effect and advice on strategies for job retention. Therefore in the study conducted by Ongori (2007), an in-depth review of the sources of employee turnover, effects and way-forward strategies on how to minimize employee turnover in organizations is indicated. The paper indicates three main sources of turnover as follows: job-related factors, voluntary versus involuntary turnover and organizational factors. Job-related factors include job stress, job stressors (antecedent to stress), lack of organizational commitment (on the part of the employee) and job dissatisfaction.

The paper laments the inconsistencies in research related to job-related factors that lead to turnover, due to the inconsistent findings (p. 50). Strategies for overcoming turnover are discussed by Ongori (2007). The four main strategies are employee engagement, job knowledge accessibility, workforce optimization and increasing organizational commitment. Employee engagement involves making employees feel useful and the provision of appropriate forms of motivation and support. Job knowledge accessibility involves some level of openness and collaboration that makes employees feel appreciated. Some organizations keep unnecessary information bottlenecks that make some staff feel alienated beyond reasonable levels. Workforce optimization involves making employees understand and take charge of appropriate roles in the workflow process, providing good working conditions and making good hiring decisions. Workers organizational commitment can be boosted by an enrichment of job roles, empowering and compensating employees appropriately.

How will hotel business owners and managers overcome staff turnover in the hospitality industry? This enquiry led Albattat *et al* (2013), to conduct a study on how Mobley's Model could be applied to reduce the incidence of employee turnover in the hospitality industry. They indicate that one of the main challenges of the industry is employee satisfaction and retention, it the result of the high employee turnover. Dissatisfaction with a current job is the starting point for employee turnover (Albattat *et al.*, 2013). The paper noted that Mobley's Model of employee turnover is contingent on the fact that turnover starts with dissatisfaction, quit thinking, searching alternative jobs, intention to quit, and actually quitting.

At the stage of quit-thinking, the employee goes through a process of considering how the quitting will affect them personally and the availability of jobs. If the turnover will be unfavorable then the employee is likely to postpone the quit thinking. Muchinsky (as cited in Albattat *et al.*, 2013, pp. 66), indicated that If an employee finds that the cost of turnover is much high, as well as the unavailability of alternative jobs, they will rethink the idea of leaving their current job. Furthermore, the paper indicates that turnover intention is induced by 'stress, job stressors, work environment and cultural characteristics' (p. 67). The paper failed to nail down aims set out at the beginning. The conclusion was somehow porous in the sense that it did not give practical guidelines based on Mobley's Model, as earlier stated in the aims, the salient reference to the model is only an indication that hospitality managers 'should understand and know how to apply turnover policies in order to reduce the crises effect' (p. 67).

Numerous studies cited by Acquah (2015), argues that there is a positive correlation between well-structured employee reward systems and employee satisfaction, loyalty, when that happens an inverse relationship is engendered against turnover intention and actual turnover (p.28). The caution with reward system intent on improving retention is that it should ensure both internal and external equity. That means that it should be related to the relative value of jobs through the payment of wages similar to those paid within the job market.

The final paper reviewed in this long essay is Sinha and Sinha (2012), where they outline a comprehensive research based methods for reducing turnover intention and actual turnover. The strategies are listed in detail as follows:

- *Skill Recognition*: When management fulfills the employees need for acceptance by recognizing individual work achievements the employee's job-staying intention is boosted. An increased number of job applicants are more interested in companies that encourage employee input, growth, education, and teamwork, a relationship beyond the traditional work-wage bond.
- *Learning and Working Climate*: Talented employees usually have a need for furthering their studies; therefore if the job will restrict them from achieving their needs they tend to change jobs or quit to further their education (p. 148). It is therefore necessary for managers aiming at employee retention to consider this

variable. The working environment and schedules should be designed to favor work-study goals of talented employees.

- *Job Flexibility*: It can be recalled in the study by Acquah (2015), and Tiwari (2015), that a job that creates a favorable atmosphere for work-life balance would have an increased employee 'job embeddedness' and ultimately relative low turnover. Job flexibility helps employees enjoy a healthier balance between work and personal obligations. Prenda and Stahl (2001), identified that employees who enjoy job flexibility report having increased commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age (as cited in Sinha & Sinha, 2012, p. 148).
- *Cost Effectiveness*: When job flexibility is designed to be cost effective, employee retention becomes is easily attainable. When hotel workers find out that their job drains their finances unnecessarily, turnover intention is heightened.
- *Training*: Training methods designed to address issues critical to solving employee 'career challenges, advancement opportunities, work incentives, competitive wages/benefits, and supportive work environments are effective retention strategies for employees of any age' (Eisen, 2005, as cited in Sinha & Sinha, 2012, p. 149).
- *Benefits*: Employees who cannot identify any personally-valuable benefit apart from salary are more likely to hop-off on their job.
- *Career Development*: Sinha and Sinha (2012), contends that when management includes employee career planning as part of their employee development program, it makes them feel employees have invested in their lives, and just like

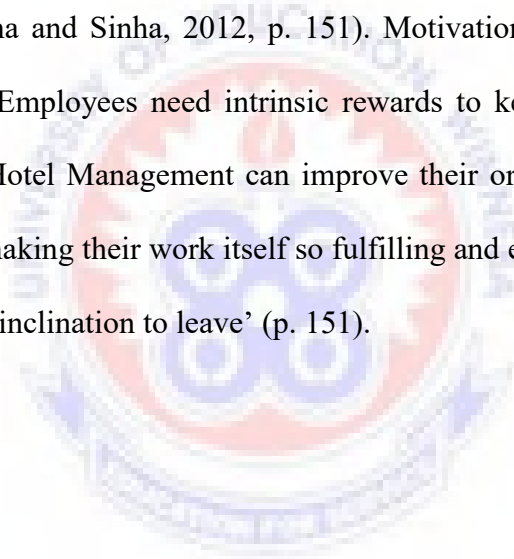
Acquah (2012), puts it, the employees are bound to repay back through staying on the job. This is called social exchange. Surprisingly, it is a challenge for managers. This is due to the fear that employee career development may increase turnover intention in search of greener pastures elsewhere. The challenge to organizations is that they tend to think that this process may lead to some employees to leave the company and pursue outside

opportunities (O'Herron & Simonsen, 1995, as cited in Sinha & Sinha, 2012). Studies confirm the impact of career development on job retention. However, it will help management understand the crop of employees they have, their turnover intentions and how to lower it.

- *Superior-Subordinate Relationship*: Employee development programs flourish when manager-subordinate relationship is seamed with healthy coaching and mentoring relationships. Healthier relationship is a good ingredient for boosting low turnover.
- *Compensation*: Salary increment alone cannot boost employee commitment, no matter how much you pay an employee, like Oliver Twist, they will ask for more. It is a basic principle in any introductory economics class. Compensation for various achievements, like improvement on skills, can boost low turnover intention and actual turnover.
- *Organizational Commitment*: In their paper, Ongori (2007) and Tiwari (2015) indicate the relevance of boosting an employee's level of organizational commitment; it affects workflow, productivity and ultimately job retention. Sinha

and Sinha (2012) also expound on the importance of employee organizational commitment.

- *Communication:* Studies indicate that when effective mechanisms for intra-organizational communication are put in place, it helps improve the employee's identification with their workplace and builds openness and trust culture (Sinha & Sinha, 2012, p. 150).
- *Employee Motivation:* Thomas (2000), argues that extrinsic motivators are no longer enough and that in today's environment intrinsic motivation is crucial (as cited in Sinha and Sinha, 2012, p. 151). Motivational issues are more complex nowadays. Employees need intrinsic rewards to keep going and to perform at their peak. Hotel Management can improve their organization's intrinsic reward process by making their work itself so fulfilling and energizing that employee will not have the inclination to leave' (p. 151).



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology adopted for this study to achieve the research objectives as well as the profile of the study area. The chapter discusses the research design, types and sources of data, sampling methods, techniques of data collection and data management and analysis. It provides detailed explanations to the methods used and how they are appropriate to address the objectives of this research.

3.2 Research Design

According to Ghauri and Grønhaug (2010), a research design is the overall plan for relating a conceptual research problem to relevant and practicable empirical research. This research is a descriptive study designed to assess issues relating to staff turnover specific to the hospitality industry in Ghana. Descriptive survey design is used in preliminary and exploratory studies to allow a researcher to gather, summarize, present and interpret information for the purpose of clarification. The research also relied on a cross-sectional approach in data collection in the sense that data collection occurred at a single point in time for each primary respondent. The research design was appropriate for this study because it allowed for generalization of findings to reflect the views of the population especially with the usage of a representative sample.

3.3 Population

A research population refers to the universe of units from which a sample is selected (Kothari, 2004). The population for this research consisted of all permanent staff members in all the hotels in the study area. The study considered only the permanent employees as they could provide informative details regarding their work. A cursory observation from the study area was that there are approximately 10 hotels with each having staff strength of not more than 50 permanent members. Hence the target population for this research was approximated to be 500.

3.4 Study Area

This section broadly deals with the area under study as far as the research is concerned. It covers the background information of the Amakom community by considering the location, demographic and economic characteristics.

Amakom is part of the Asokwa Sub-metropolitan Area (located between latitudes $5^{\circ} 40'$ and $5^{\circ} 37'$ North and longitudes $1^{\circ} 34'$ and $1^{\circ} 37'$ West) within the Kumasi Metropolitan Area. It is bounded to the North by Asawasi, the South by the Kumasi-Accra highway, the west by Fanti New Town and to the East by Oforikrom. Amakom is fairly well drained by the Aboabo River and its tributaries. In the rainy season, occasional flooding is experienced in areas where people have built very close to the river course. Figure 3.1 is a map showing the study area in the context of the Kumasi metropolitan area.

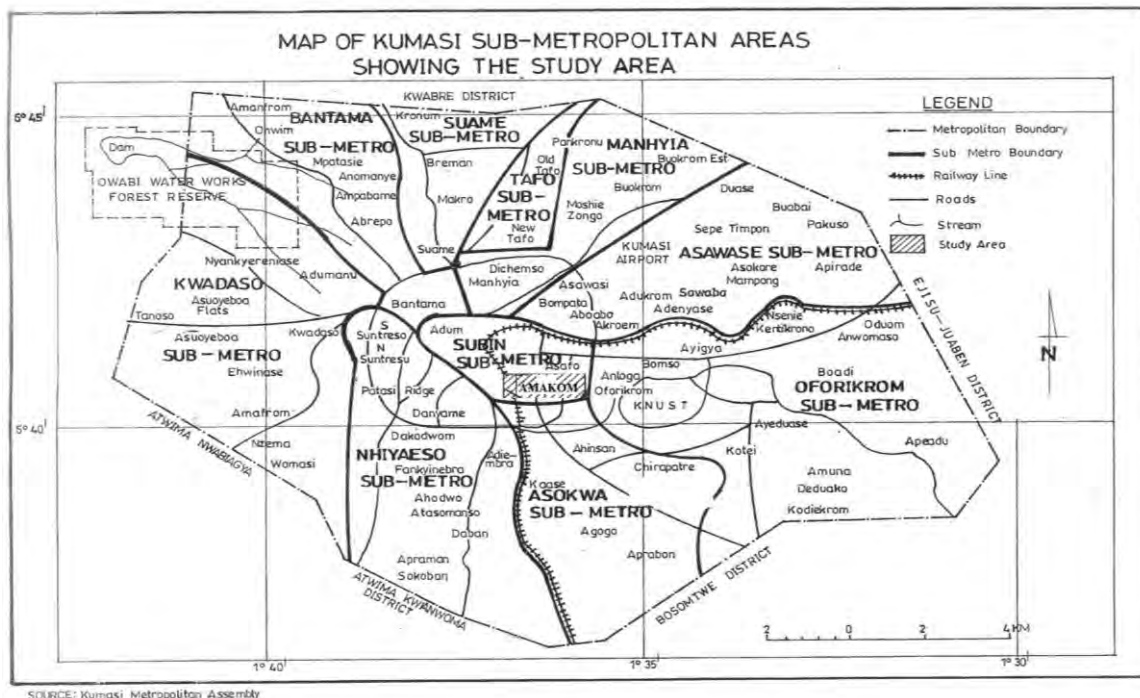


Figure 3.1 Map of Kumasi Sub-Metropolitan areas showing the study area

According to the 2010 Population and Housing Census Report, Amakom accommodates a total of 56,874 people comprising 30,170 female and 26,704 males. In addition, the population of the area depicts a broad base population pyramid which tapers off with a small number of elderly persons aged 60 years and older (GSS, 2014). The current population of Amakom reflects an inter-censal growth of 2.7% between 2000 and 2010. This unprecedented growth of the population between 2000 and 2010 has made Amakom the fifth most populous community in the Kumasi Metropolitan area after Old Tafo, Bremang, Atonsu and Pankrono respectively (GSS, 2014).

According to the GSS (2014), Amakom is primarily residential. The relative centrality of Amakom within the Kumasi Metropolitan Area makes it a special place for businesses.

There are a number of hotels, hostels, restaurants and traditional catering services with a wide variety of menu both continental and local dishes.

3.5 Sampling Procedure and Sample Size

Sampling is concerned with the selection of a subset of individual elements within a population of interest. In order to take care of the objectives of the research, the research employed various probability sampling techniques. A probability sampling technique is one in which every element in the population has a chance (greater than zero) of being selected as part of a sample and this probability can be accurately determined (Kothari, 2004).

Out of the approximate total population of about 500 a sample size of 100 respondents representing 20% of the population was selected for this research. Firstly, random sampling was used to select 5 hotels from the approximately 10 hotels in the study area. Within the selected hotels the selection of the respondents was done using stratified random sampling. The respondents were stratified into two strata comprising management members and employees. In order to provide accurate information regarding labour turnover, an equal number of respondents was selected from each hotel. Again in the selected hotels the researcher targeted respondents from all the departments of the hotels including front office department, housekeeping department and food and beverage department. The varying sampling methods were used to select the respondents in order to ensure that each permanent member of staff had an equal chance of being selected and therefore minimize any sampling bias. The number of respondents selected

from each department in the various hotel establishments was proportional to their population. The choice of the varied respondents was to enable the researcher to identify the varying responses and dimensions to the issue of staff turnover in the hotels. The breakdown of the respondents is shown in Table 3.1.

Table 3.1: Breakdown of Sample Size

Sample basis	Number of people sampled	Total
Management members	5 from each of the five hotels	25
Employees	15 from each of the five hotels	75
TOTAL		100

Source: Author's Construct, October 2016

3.6 Types and Sources of Data

The researcher employed the use of data obtained from primary sources and information from secondary sources to meet the research objectives.

3.6.1 Primary Data

Primary data was sourced from selected management members as well as employees from the selected hotels. The data included background information, employee expectation strategies to lower down the turnover rate, as well as factors which keep the employees motivated and help in improving the image of the industry. The primary data assisted the researcher to get original information from the respondents on key issues pertaining to this research.

3.6.2 Secondary Information

Secondary information was used to supplement the primary data. Secondary information was obtained through a review of existing literature from published books and journals as well as policy documents and existing reports about the topic under study. The secondary information thus provided an insight into the study and enabled the thorough examinations of the various views and works of other people that are related to this research.

3.7 Research Instrumentation

This research used a semi-structured questionnaire as the instrument for data collection. Kothari (2004), defines a questionnaire as a formal set of questions or statements designed to gather information from respondents that accomplish research objectives. For this research, a questionnaire was selected because it enhances the reliability of observations and improves replications because of the inherent standardized measurement and sampling procedures. Two sets of questionnaires were designed and administered to the various respondents. One set of questionnaire was designed for the management members and the other designed for the employees of the various hotel establishments.

The questionnaire was developed with brevity as an intended goal. The questionnaire consisted of open-ended, closed-ended and a five point Likert-type questions. The use of the open-ended questions gave respondents the opportunity to freely express themselves on the issues of the study. The closed-ended and five point Likert-type questions were used for their advantages of being quick to answer and requiring no writing by the

respondents. The various questions were obtained with the help of a detailed literature review and were simple, easy, unambiguous and void of technical terms to minimize potential errors from respondents.

3.8 Data Collection Procedure

In this research, primary data was collected mainly through a questionnaire survey. The researcher personally administered the questionnaire to the respondents in order to ensure a high return rate and to ensure that the questionnaire got to the right people. The researcher used both self-administered and the interviewer administered methods in order to elicit responses from both literate and illiterate respondents. That is to say that in the case of respondents who could not read and write, the researcher asked them the various questions in the questionnaire and filled in their responses.

3.9 Data Analysis and Presentation

The data collected was checked and edited to eliminate potential errors that would limit the reliability of the research results. This involved checking the completeness and accuracy as well as consistency of the answers provided in the questionnaire. Afterwards, the questions were coded and then entered into the Statistical Package for Social Science (SPSS) software version 20 for data analysis. The data were analyzed with descriptive statistics using frequencies and percentages. Also, the quantitative analyses involved the use of a relative importance index model to rank the responses on the Likert-type questions provided by the respondents. The respondents were asked to rate the extent to which they agreed or disagreed on some statements using a five-point Likert scale with 1

representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree. The Relative Importance Index (RII) was calculated by multiplying the individual frequencies by their corresponding values of responses under each rating of 1-5 and dividing the sum by the product of total number of respondents and 5 which is the highest figure on the five-point Likert scale.

$$RII = \frac{1y_1 + 2y_2 + 3y_3 + 4y_4 + 5y_5}{5n}$$

Where y_1 , y_2 , y_3 , y_4 and y_5 are corresponding number of respondents who choose

factors under each rating of 1-5

n = the total number of respondents

Microsoft excel 2010 was used to create charts and tables to visually present and describe the results of the analysis. The results of the data analysis were interpreted and discussed to arrive at the findings. Furthermore, the discussion of the findings was in the form of comprehensive statements and analytical descriptions based on the primary data as well as secondary information from the review of related literature.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, the results of the data analysis from the questionnaire survey are provided. For the purpose of this research, data was obtained from a total of 100 respondents comprising 25 management members and 75 employees of selected hotels at Amakom. The results of the analysis have been discussed under thematic sub-sections in line with the research objectives. The themes are: general profile of the respondents; employee expectations to help management improve their retention strategies; effect of motivational factors on employee turnover and retention; and effect of turnover rate on productivity and workflow.

4.2 General Profile of Respondents

In an attempt to establish a deeper understanding of the background of the employees, this section describes the characteristics of the respondents that were involved in the survey. Five main characteristics were of paramount interest namely: sex, age, marital status, educational status, and number of years working in the hotels. The general profile of the respondents has been presented separately for the employees and management members of the selected hotels.

4.2.1 General Profile of the Employees

The result of the demography of the employees is presented in Table 4.1.

Table 4.1: Demography of Employees

Variables	Attributes	Frequency	Percent (%)
Sex	Male	39	52.0
	Female	36	48.0
	Total	75	100.0
Age	20-29 years	32	42.7
	30-39 years	34	45.3
	40-49 years	9	12.0
	Total	75	100.0
Marital status	Married	32	42.7
	Single	43	57.3
	Total	75	100.0
Highest Educational status	Basic education	25	33.3
	Secondary education	35	46.7
	Diploma	15	20.0
	Total	75	100.0
Years of working in this hotel	Less than 2 years	21	28.0
	Between 2 and 4 years	29	38.7
	Between 4 and 6 years	14	18.7
	More than 6 years	11	14.7
	Total	75	100.0

Source: Field Survey, 2016

The respondents for this study comprised both male and female employees. From Table 4.1, it is noticeable that males make up 52% of the respondents with females comprising 48% of the respondents. This indicates a relatively evenly spread gender distribution with male employees slightly outnumbering the female employees.

Furthermore, the respondents' ages ranged from 20 to 49 years. This indicates that the employees in the hotel industry are relatively young. Majority of the respondents (45.3%) were within the age group of 30 years to 39 years. This was followed by the 20 years to 29 years age group which had 42.7% of the respondents. Only 12% of the respondents were within the ages of 40 years to 49 years. Also, the respondents were split between married (57.3%) and single (42.7%).

With regard to the educational status of the respondents, all of them had formal education of at least basic level and above. Majority of the respondents representing 46.7% had completed some form of secondary education. This was followed by another 33.3% of the respondents who had completed only basic education. The proportion of respondents who had attained a diploma certificate was 20%.

In the current study, about 38.7% of the respondents have been working in their respective hotels for between 2 years and 4 years now, with 28% of them having worked in their respective hotels for less than 2 years now whereas the remaining 18.7% have been working in their respective hotels for more than 6 years now. This indicates the heterogeneous workforce of the hotels.

4.2.2 Demography of the Management Members

In the present study, a total of 25 management staff were interviewed and the results of their demographic distribution are presented in Table 4.2.

Table 4.2: Profile of Management Members

Variables	Attributes	Frequency	Percent (%)
Sex	Male	15	60.0
	Female	10	40.0
	Total	25	100.0
Age	20-29 years	5	20.0
	30-39 years	11	44.0
	40-49 years	9	36.0
	Total	25	100.0
Marital status	Married	19	76.0
	Single	6	24.0
	Total	25	100.0
Highest Educational status	Secondary education	6	24.0
	Diploma	9	36.0
	Undergraduate	6	24.0
	Postgraduate	4	16.0
	Total	25	100.0
Years of working in this hotel	Less than 2 years	3	12.0
	Between 2 and 4 years	11	44.0
	Between 4 and 6 years	5	20.0
	More than 6 years	6	24.0
	Total	25	100.0

Source: Field Survey, 2016

It is noticeable from Table 4.2 that majority of the management members were males making up 60% of the respondents with females comprising 40% of the respondents. This result typically depicts the dominance of males in managerial positions within various institutions throughout the country as suggested in literature by Anker & Hein (1995) and Amu (2005). About 44% of the respondents were aged between 30 years and 39 years. Also, 36% of the respondents were between the ages of 40 years and 49 years with the remaining 20% being between 20 and 29 years. The results indicate that the management members were averagely older than the employees. In addition, majority of the respondents (76%) were married with the remaining being single.

The educational status of the respondents depicts that there is a relatively high level of educational attainment among the management members of the various hotels. Majority of the respondents (36%) had diplomas with another 24% having completed secondary education. Most of them (24%) had attained undergraduate certificates with the remaining 16% having postgraduate certificates.

The result further indicates that most respondents (44%) have been working in their respective hotels for between 2 years and 4 years now. Also 20% of them have been working in their respective hotels for between 4 years and 6 years now. Another 24% of them have been working in their respective hotels for more than 6 years now whereas the remaining 12% have been working in their respective hotels for less than 2 years now. This indicates that the various hotels have both new and old management members.

4.3 Employee Expectations to help Management Improve their Retention Strategies

This section of the analysis addresses the first objective of the study by examining the expectations of employees in relation to their working in the hotels. Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce retention becomes inevitable. As a result, much effort was taken to patiently examine the expectations of employees in order to influence their retention in the various hotels. Many factors relating to employee expectations in the workplace have been identified. The respondents were asked to rate the extent to which they agreed or disagreed on some statements as their expectations for working at their respective hotels. The data was analysed with frequency counts and percentages of their responses. Table 4.3 shows the number and percentage of respondents who gave a specific grade to each expectation.

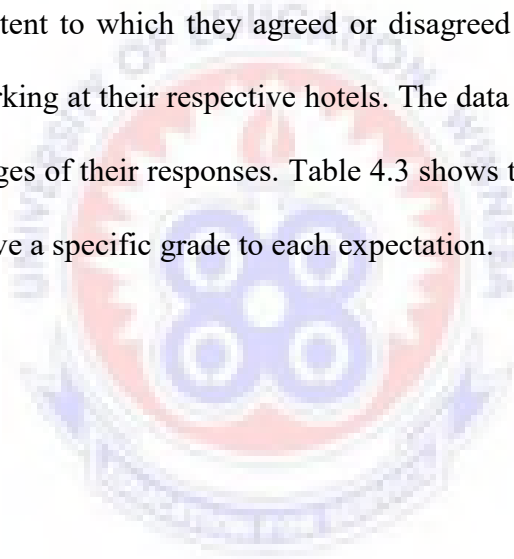


Table 4.3: Employee Rating of Working Expectations

Employee expectations	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Increased financial returns (IFR)	6(8.0%)	8(10.7%)	11(14.7%)	26(34.7%)	24(32.0%)
Adequate welfare for employees (AW)	6(8.0%)	11(14.7%)	10(13.3%)	25(33.3%)	23(30.7%)
Improved benefit package (IBP)	8(10.7%)	10(13.3%)	12(16.0%)	17(22.7%)	28(37.3%)
Good working conditions (GWC)	7(9.3.0%)	10(13.3%)	17(22.7%)	18(24.0%)	23(30.7%)
Adequate compensation (AC)	9(12.0%)	12(16.0%)	10(13.3%)	23(30.7%)	21(28.0%)
Job security (JS)	9(12.0%)	11(14.7%)	18(24.0%)	16(21.3%)	21(28.0%)
Career Advancement (CA)	9(12.0%)	11(14.7%)	17(22.7%)	19(25.3%)	19(25.3%)
Self enhancement (SE)	12(16.0%)	11(14.7%)	11(14.7%)	19(25.3%)	22(29.3%)
Promotions (P)	8(10.7%)	13(17.3%)	18(24.0%)	19(25.3%)	17(22.7%)
Training and development opportunities (T&D)	9(12.0%)	15(20.0%)	18(24.0%)	17(22.7%)	16(21.3%)

Source: Field Survey, 2016

In order to rank the employee expectations, a relative importance index was developed for each expectation by multiplying the individual frequencies by their corresponding Likert scale values and dividing the sum by the product of total number of respondents and 5 (highest figure on the five-point Likert scale). The result of the analysis is presented in Figure 4.1.

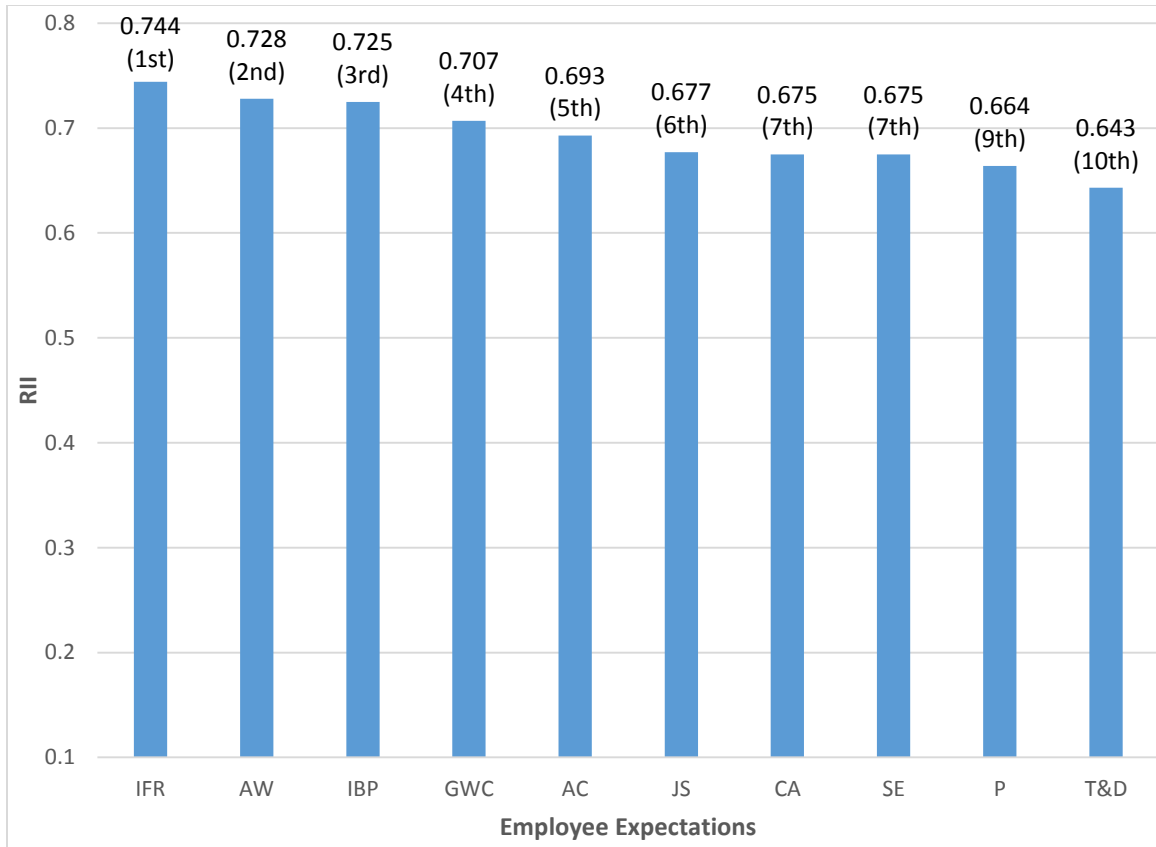


Figure 4.1: Ranking of Employee Expectations

RII: Relative Importance Index

Source: Field Survey, 2016

From the results, “increased financial returns” had the highest index of 0.744. This implies that most of the respondents have high expectations for increased financial

returns from their service in the various hotels. About 34.7% and 32% of the respondents respectively agreed and strongly agreed to the statement that increased financial returns was their expectations for working in the hotels. This was followed by “adequate welfare for employees” with an index of 0.728. It was observed that 33.3% and 30.7% of the respondents respectively agreed and strongly agreed that adequate welfare for employees was their expectations for working in the hotels. “Improved benefit package” was ranked third with an index of 0.725. From the results, 22.7% and 37.3% of the respondents respectively agreed and strongly agreed that improved benefit was their expectations for working in the hotels. It can be recalled in this research that social exchange theory explains that employees who enjoy favorable benefits in their organizations tend to feel obliged to repay these favors. It can be said that financial returns, welfare package, benefit package and adequate compensation are all related to benefits they expect from the job they do. They expect benefits that are commensurate to the work they do. In order to boost the job-embeddedness and job commitment of employees whilst simultaneously slowing down the inclination to engender turnover intention, hotel management should have a crucial look at how they will use rewards to motivate their workers. Based on this result, it can be said that numerous employee expectations are related to benefits/gains so they can psychologically believe they are gainfully employed.

Also, “good working conditions” was ranked fourth with an index of 0.707 and “adequate compensation” ranked fifth with an index of 0.693. This implies that most of the respondents have high expectations for good working conditions as well as adequate compensation for their service. It is evident that employees consider their job benefits

before thinking about the working conditions. In as much as they value benefits, their working conditions are also important because it is related to their general wellbeing (Kuria, 2011; Ongori, 2007; Tiwari, 2015). With good working conditions, their benefits (fair pay, welfare package etc.) can sustain them so they do not end up using their gains to pay for job-related health problems. Good working conditions could also be said to be related to work-life balance. The job stressors that inhibit good working conditions should be reasonable and bearable so that there is work-life balance (Tiwari, 2015).

Job security; career advancement; self enhancement; promotions; and training and development opportunities were ranked sixth, seventh, seventh, ninth and tenth respectively. There is an indication that after employees considers their benefits they look out for good working conditions before considering job security. Whilst promotion is related to employee benefits, one may wonder why it is the seventh most important employee expectation. It may be because most of the respondents were not due for promotion and hence were not expecting the benefits derivable from promotion. Career advancement, self enhancement and training and development are all related to talent development and were part of the comparatively low employee expectations. Particularly, Acquah (2015), indicated that training and development is one of the least employee expectations and that has been confirmed in the present study as against the relevance that Kuria (2011), attached to it. This could either be because the employees know that the socioeconomic atmosphere of their jobs does not have any plans for their self enhancement or that they do not expect management to know much about their future plans.

Overall, the results from Table 4.3 and Figure 4.1 show that the employees rate each of the various expectations differently. However, most employees were positive (agreed or strongly agreed) about the extent of each expectation. The highest number of respondents either agreed or strongly agreed to each factor as being their expectations for working in the hotels. The results clearly shows that only a few respondents disagreed or strongly disagreed to each factor as being their expectations for working.

As a follow-up to the Likert rankings of employee expectations, the respondents were asked to indicate whether they have ever thought of leaving their hotel. Interestingly, 46.7% of the respondents claimed to have thought of leaving their hotels which is quite a significant number of the respondents. This is represented in Figure 4.2.

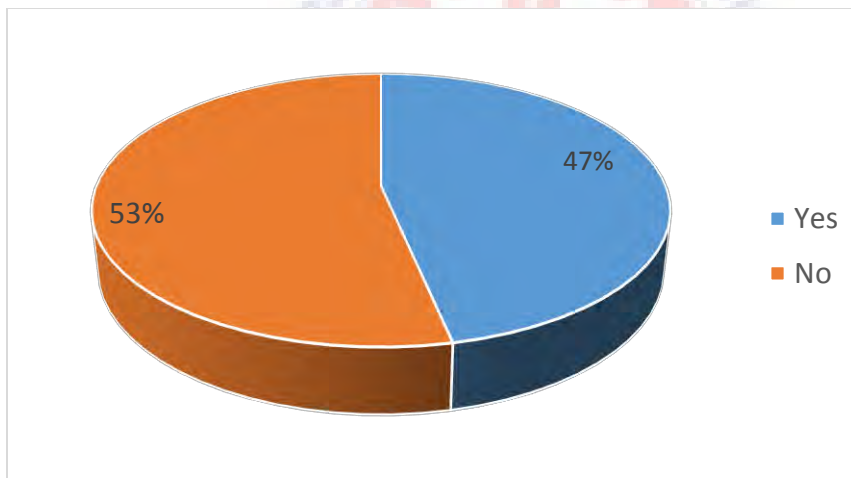


Figure 4.2: Ever Thought of Leaving

Source: Field Survey, 2016

The study by March and Simon (1958), indicated that employee decision to quit is based on two factors namely (1) perceived desirability of leaving the current job and (2) perceived ease of leaving the organization (as cited in Felps et al, 2009). These two perceptions explain why they are still voluntarily stuck to the job. That is to say that their

evaluation of the desirability of leaving and the ease of leaving proved that they stand to lose when they quit. This mentality also holds true with social exchange propositions. Quitting intention is an exchange and the employees having turnover intention do not want to shortchange themselves by quitting at the wrong time and under the wrong conditions. An important observation from the results, also guided by the forgoing theoretical considerations, indicate that even when employees think of quitting the most important consideration in most cases is the benefits they stand to gain when they quit. This assertion supports the finding that benefit is the highest employee expectation.

Further analysis of the data revealed that about most of the employees have witnessed other employees leaving their respective hotels. However, a few of them were able to cite reasons for the employees leaving the hotel. The predominant reasons cited by the respondents included inadequate compensation, over utilization of employees, inadequate welfare for employees and dismissals. Similarly, the management members of the hotels indicated that employees leave the hotels due to reasons such as dismissals, lack of interest and inadequate compensation.

4.4 Effect of Motivational Factors on Employee Turnover and Retention

This section of the analysis addresses the motivational factors that affect employee turnover and retention. The respondents were asked to rate the extent to which they agreed or disagreed on eight statements as their motivations for retention in the various hotels. The data was analysed with frequency counts and percentages of their responses. Table 4.4 shows the number and percentage of respondents who gave a specific grade to each motivation factor.

Table 4.4: Employee Rating of Motivating Factors on Turnover and Retention

Motivating factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Provision of the necessary resources to complete task successfully (PNR)	7(9.3%)	8(10.7%)	11(14.7%)	26(34.7%)	23(30.7%)
Personal development opportunities (PDO)	8(10.7%)	9(12.0%)	16(21.3%)	19(25.3%)	23(30.7%)
Prestige of working at this hotel (PWH)	8(10.7%)	12(16.0%)	15(20.0%)	21(28.0%)	19(25.3%)
Assurance of job security (AJS)	12(16.0%)	11(14.7%)	11(14.7%)	19(25.3%)	22(29.3%)
Management is extremely fair in promotional policies (FPP)	11(14.7%)	14(18.7%)	10(13.3%)	20(26.7%)	20(26.7%)
The rewards and other benefits enjoyed in this hotel are very adequate (ARB)	7(9.3%)	15(20.0%)	18(24.0%)	18(24.0%)	17(22.7%)
Timely and effective wage payment policies (TWP)	12(16.0%)	15(20.0%)	13(17.3%)	17(22.7%)	18(24.0%)
My needs are taken into consideration at work (CN)	13(17.3%)	18(24.0%)	9(12.0%)	13(17.3%)	22(29.3%)
Employees are paid fairly for the work they perform (FP)	11(14.7%)	18(24.0%)	15(20.0%)	17(22.7%)	14(18.7%)
Management has a wide range of benefits available for employees (WRB)	14(18.7%)	17(22.7%)	13(17.3%)	15(20.0%)	16(21.3%)
Management has a broad and flexible reward scheme for employees (FRS)	15(20.0%)	18(24.0%)	13(17.3%)	14(18.7%)	15(20.0%)

Source: Field Survey, 2016

A relative importance index was developed to rank each motivating factor. This was done by multiplying the individual frequencies by their corresponding Likert scale values and dividing the sum by the product of total number of respondents and 5 (highest figure on the five-point Likert scale). The result of the analysis is presented in Figure 4.3.

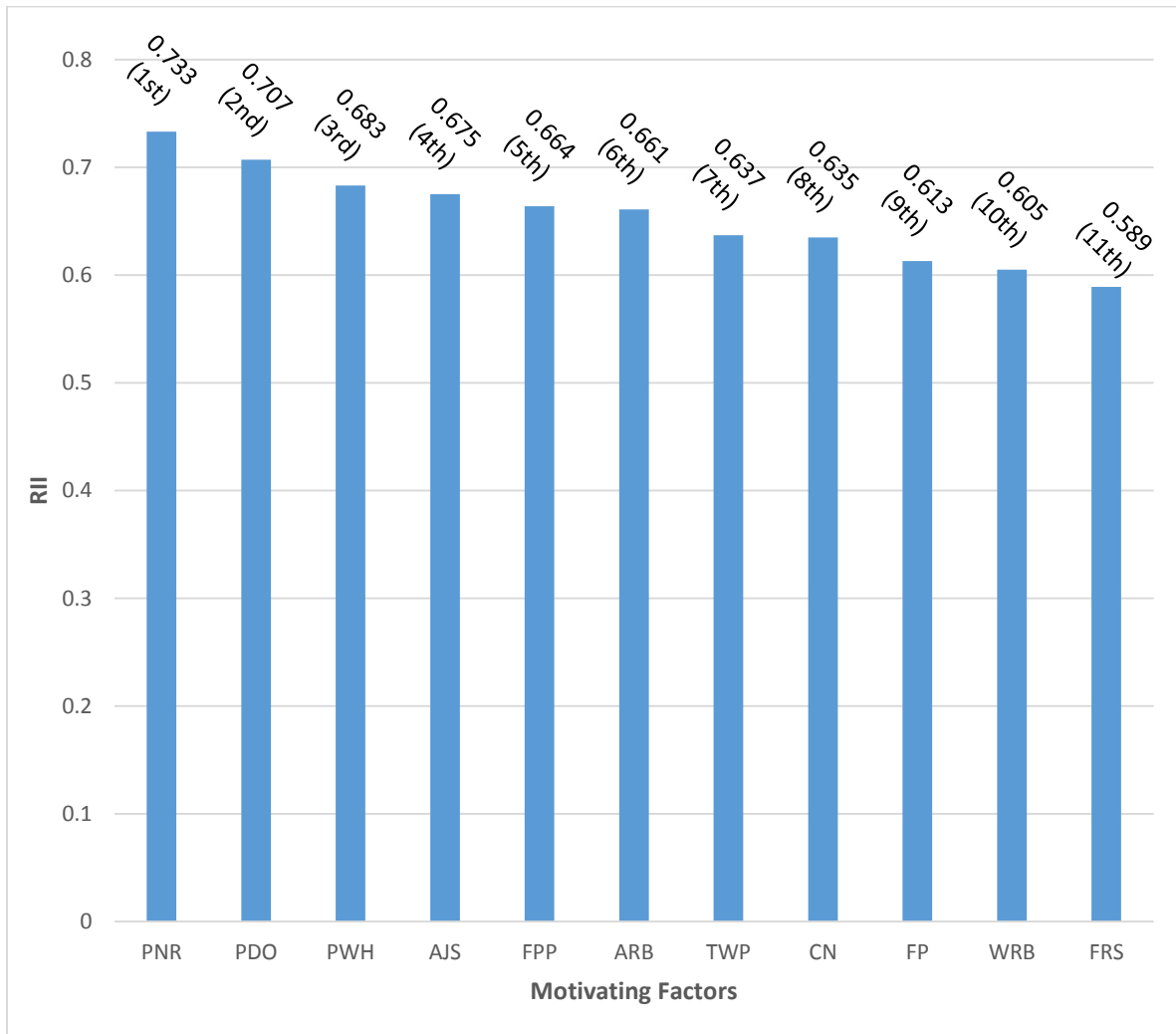


Figure 4.3: Ranking of Employee Motivations

RII: Relative Importance Index

Source: Field Survey, 2016

From the results, “provision of the necessary resources to complete task successfully” had the highest index of 0.733. This implies that most of the respondents are motivated by the fact that they are able to complete their task effectively because of the availability of necessary resources. About 34.7% and 30.7% of the respondents respectively agreed and strongly agreed to this statement. This was followed by “personal development opportunities” with an index of 0.707. It was observed that 25.3% and 30.7% of the respondents respectively agreed and strongly agreed that the personal development opportunities were their motivations for working in the hotels. “Prestige of working at this hotel” was ranked third with an index of 0.683. From the results, 28% and 25.3% of the respondents respectively agreed and strongly agreed that the prestige of working in their respective hotels was their motivation for working in the hotels.

Also, the statements that “assurance of job security” and “management is extremely fair in promotional policies” were ranked fourth and fifth respectively with indexes of 0.675 and 0.664. Other motivating factors that followed were “rewards and other benefits enjoyed in this hotel are very adequate”, “timely and effective wage payment policies”, “my needs are taken into consideration at work”, “employees are paid fairly for the work they perform”, “management has a wide range of benefits available for employees” and “management has a broad and flexible reward scheme for employees.

As a follow-up to the Likert rankings of motivational factors that affect employee turnover and retention, the respondents were asked to comment on the most rewarding

thing about their employment in their respective hotels. The respondents provided varied responses as presented in Figure 4.4.

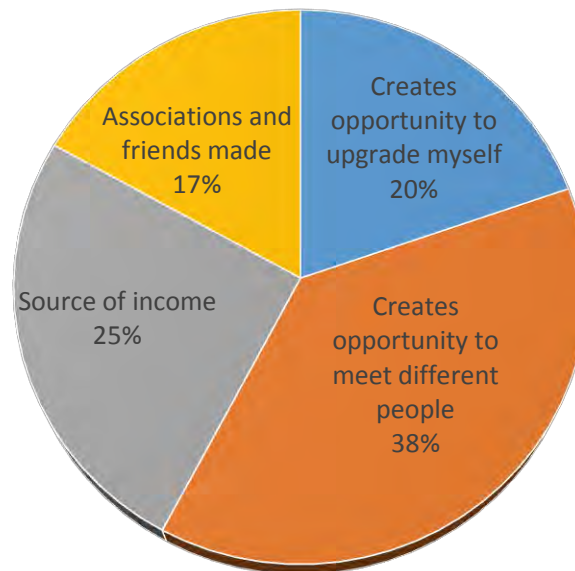


Figure 4.4: Respondents' Most Rewarding Part of their Employment

Source: Field Survey, 2016

It is noticeable from Figure 4.4, that some respondents (38%) indicated that their most rewarding part of working in the hotels is meeting different people. Another 25% of the respondents indicated that working in the hotels is their source of income. Also, other respondents (20%) indicated that working in the hotels creates an opportunity for them to upgrade themselves. Another 17% of the respondents indicated that their most rewarding part of working in the hotels is the friends and associations they have made. This finding suggest that employees consider opportunity of establishing rapport and networking opportunities with various people who patronize their hotels dear to their hearts. The income they derive from their job comes second in terms of relative importance. This

could be because they expect commensurate pay but they think they are not getting it. In order to console themselves, they place networking opportunities on top of their pay when it comes to factors that keep them job-embedded.

Furthermore, the respondents were asked to comment on their most challenging part of working in the hotels. Notwithstanding the various rewarding most aspects of their employment, they highlighted some challenges. Their responses are shown in Figure 4.5.

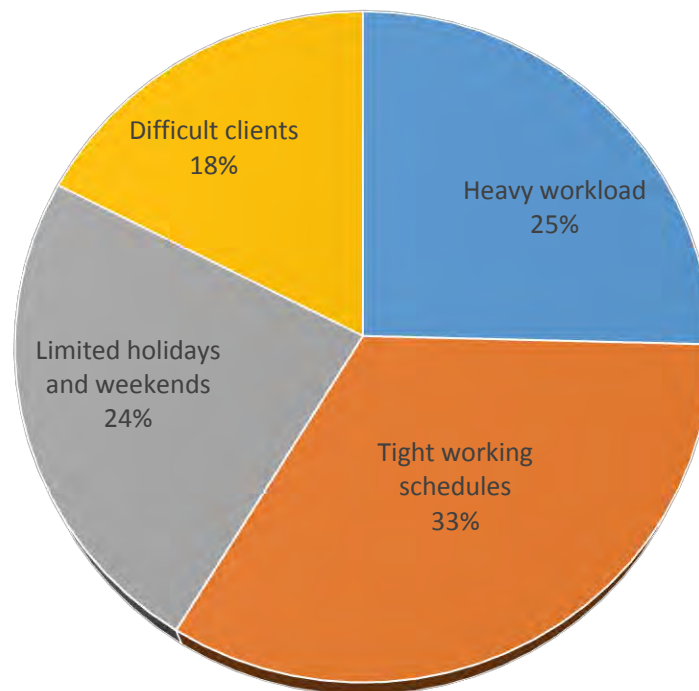


Figure 4.5: Respondents' Most Challenging Part of their Employment

Source: Field Survey, 2016

It is noticeable from Figure 4.5, that 33% of the respondents indicated that their most challenging part of working in the hotels is the tight working schedules. Another 25% of

the respondents indicated that their most challenging part of working in the hotels is their heavy workload. Also, most respondents (24%) indicated the limited holidays and weekends as their challenge. Another 18% of the respondents indicated that working in the hotels demanded ability to deal with difficult clients.

4.5 Effect of Turnover Rate on Productivity and Workflow

This section of the analysis addresses the effect of labour turnover on productivity and workflow in the various hotels. Many effects associated with employee turnover and workflow in the workplace has been identified. The respondents were asked to rate the extent to which they agreed or disagreed on some statements as the effects of employee turnover on workflow in their respective hotels. Table 4.2 shows the number and percentage of respondents who gave a specific grade to each expectation.

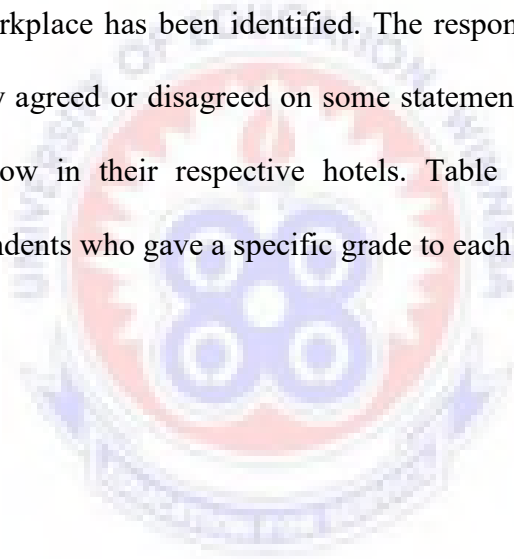


Table 4.3: Employee Rating of Effects of Turnover on Workflow

Effects	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Possible service delivery breakdown (PSDB)	7(9.3%)	8(10.7%)	11(14.7%)	26(34.7%)	23(30.7%)
Negative impact on the hotel's performance (NIHP)	8(10.7%)	9(12.0%)	16(21.3%)	19(25.3%)	23(30.7%)
Employee turnover reduces profit (RD)	8(10.7%)	12(16.0%)	15(20.0%)	21(28.0%)	19(25.3%)
Reduce job satisfaction of existing employees (RJS)	9(12.0%)	11(14.7%)	18(24.0%)	17(22.7%)	20(26.7%)
Lower productivity of newly hired employees (LP)	11(14.7%)	12(16.0%)	10(13.3)	22(29.3%)	20(26.7%)
Increased operating expense (IOE)	12(16.0%)	11(14.7%)	11(14.7%)	19(25.3%)	22(29.3%)
Hinders new product development (HPD)	7(9.3%)	15(20.0%)	18(24.0%)	18(24.0%)	17(22.7%)
Positive impact on total factor productivity growth (PI)	13(17.3%)	18(24.0%)	9(12.0%)	13(17.3%)	22(29.3%)
Enable the organization to employ more qualified employees (EQE)	11(14.7%)	15(20.0%)	18(24.0%)	17(22.7%)	14(18.7%)

Source: Field Survey, 2016

In order to rank the effects, a relative importance index was developed for each effect by multiplying the individual frequencies by their corresponding Likert scale values and dividing the sum by the product of total number of respondents and 5 (highest figure on the five-point Likert scale). The result of the analysis is presented in Figure 4.6.

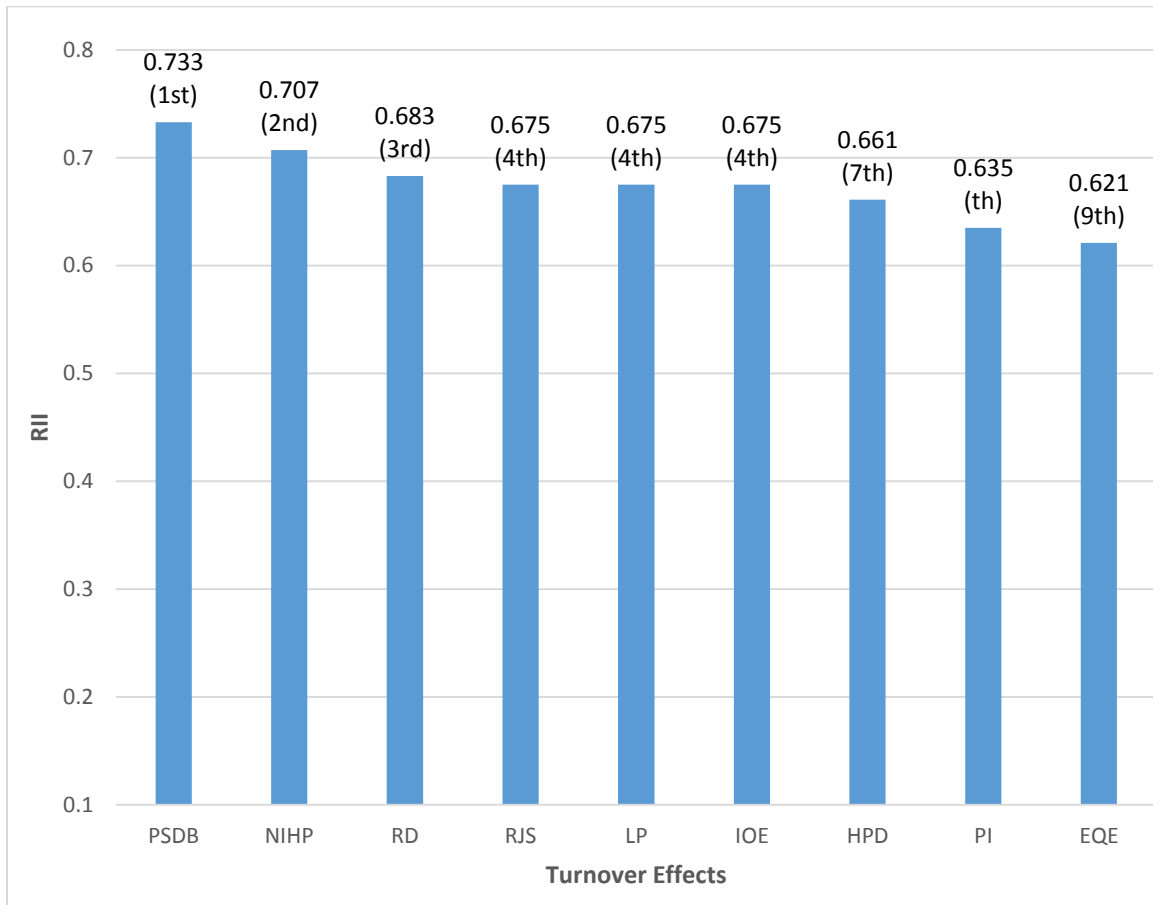


Figure 4.6: Ranking of Responses to Effects of Turnover

RII: Relative Importance Index

Source: Field Survey, 2016

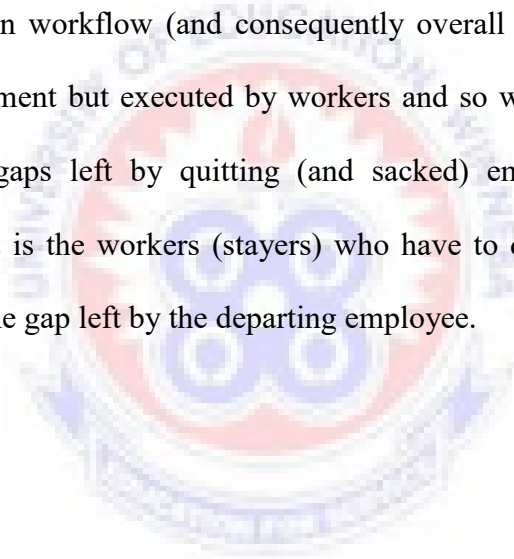
From the results, the highly ranked effect of employee turnover on productivity and workflow in the hotels was “possible service delivery breakdown” which had the highest index of 0.733. From Table 4.4, about 34.7% and 30.7% of the respondents respectively

agreed and strongly agreed to the statement this statement. The statement that “employee turnover has negative impact on the hotel’s performance” was ranked second among the effects with an index of 0.707. It was observed that 25.3% and 30.7% of the respondents respectively agreed and strongly agreed that employee turnover has negative impact on the hotel’s performance. “Employee turnover reduces profit” was ranked third with an index of 0.683. From the results, 28% and 25.3% of the respondents respectively agreed and strongly agreed that employee turnover reduces profit.

Also, “reduce job satisfaction of existing employees”, “increased operating expense” and “lower productivity of newly hired employees” were all ranked fourth with an index of 0.675. In addition, the statement that “employees turnover hinders new product development” ranked seventh with an index of 0.661.

From the analysis, the lowest ranked effects were related to the possible positive effects of labour turnover in organisations. For instance, the statements that “there is positive impact of employee turnover on total factor productivity growth” and “employees turnover enable the organization to employ more qualified employees that will bring new ideas on board to increase productivity” had respective indexes of 0.635 and 0.621. Surprisingly, these were the statements with a large number of respondents expressing some form of disagreement. Generally, the results from Table 4.4 and Figure 4.6 show that the employees rate each of the various effects differently. However, it is noticeable that the negative effects were highly ranked with the positive effects being poorly ranked. This finding implies that employees readily notice the negative effects of turnover as

compared to the possible positive effects. This is in line with most of the papers reviewed explaining that turnover has an adverse effect on productivity. However Mobley (1982) gave the indication that turnover is not always negative, the existence of a negative effect has to be looked at on a case-by-case basis. Ton and Huckman (2008) also indicated that the effect of turnover depends on the organizational environment under which it occurred. Therefore turnover can be good or bad, not always bad as concluded by numerous papers (Acquah, 2015; Albattat *et. al*, 2013; Kuria, 2011; Tiwari, 2015; Ongori, 2007). Management and employees (stayers) may have different views on the effect of turnover on workflow (and consequently overall productivity). Hotel work is planned by management but executed by workers and so workers understand workflow lapses created by gaps left by quitting (and sacked) employees. When unexpected turnover happens, it is the workers (stayers) who have to double-up and perform extra duties to filling-in the gap left by the departing employee.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of findings, conclusions, and recommendations made based on the findings from the study and the limitations of the study. As part of the summary of findings, an in-depth recap of the objectives of the research is presented in line with the three main thematic issues of study in this research. Thereafter, the results based on the questionnaire responses are discussed. The conclusions and recommendations follow suit.

5.2 Summary of Findings

This research started on the premise of three main thematic objectives as informed by the research questions.

- The first was the identification of current employee expectations that can help management to improve employee retention strategies.
- Another objective was to examine how motivational factors affect employee turnover and retention at various hotels and the final objective was to assess the effects of turnover on productivity and workflow from the perspective of hotel employees.
- In relation to the first objective, employee expectations were studied via the administration of the questionnaire to hotel management and employees. When a

relative importance index was developed for each expectation five of the expectations were found to be of utmost importance to employees.

- In order of relative importance, hotel employees indicated that increased financial return, adequate welfare for employees, improved benefit package, good working conditions and adequate compensation would be vital. One thing is significant and runs through these important employee expectations and that can be summed up in the first and most important employee expectation known as increased financial returns. It can be recalled in this research that social exchange theory explains that employees who enjoy favorable benefits in their organizations tend to feel obliged to repay these favors. It can be said that financial returns, welfare package, benefit package and adequate compensation are all related to benefits they expect from the job they do. They expect benefits that are commensurate to the work they do.
- Based on this result, it can be said that numerous employee expectations are related to benefits/gains so they can psychologically believe they are gainfully employed.
- The most important employee expectation was good working conditions. It is evident that employees consider their job benefits before thinking about the working conditions. In as much as they value benefits, their working conditions are also important because it is related to their general wellbeing. The least employee expectations, in descending order are job security, career advancement, self enhancement, promotions and training and development. There is an indication that after employees considers their benefits they look out for good working conditions before considering job security.

- Career advancement, self enhancement and training and development are all related to talent development and were part of the comparatively low employee expectations.
- An important observation from the study also guided by the forgoing theoretical considerations, indicate that even when employees think of quitting the most important consideration in most cases is the benefits they stand to gain when they quit. This assertion supports the finding that benefit is the highest employee expectation.
- Most of the respondents indicated that the rewarding part of their work is the opportunity it offers them in meeting people. The job-related challenges of hotel work are tight working schedules, heavy workload, limited holiday and weekends and the requirement of tactically handling difficult clients.

The final objective of the paper relates to an assessment of hotel employees' view of the effect of turnover on workflow and overall productivity. The study revealed that when unexpected turnover happens, it is the workers (stayers) who have to double-up and perform extra duties to filling-in the gap left by the departing employee.

5.2 Conclusion

The scope of the study revolved around an inquiry into factors influencing staff turnover and its (turnover) effect on work flow in the hospitality industry. Employees and Management in some selected hotels in Amakom, a suburb of the Kumasi Metropolis of Ghana were studied. Three main objectives were set out. In the first place, it was found

out that most important employee expectations relate to benefits namely pay increase, welfare package, fringe benefits and adequate compensation. Expectation for good working conditions was the fourth most important hotel employee expectation, therefore it can be said that after gains, workers expect improved working conditions so that it cushions them from unnecessary job stressors.

The second objective is related to the impact of motivational factors on employee's decision to stay or turnover. It was found out that whilst over half of the employees have ever thought of leaving, they were still staying on their job because some conditions were not favorable to compensate for their turnover. Their assessment of desirability of leaving and ease of leaving proved that they will lose when they leave and so their turnover was pending an appropriate time. The final objective was related to employee opinion on whether turnover is holistically negative for workflow and general organizational productivity in the hotel industry. There was every indication from the aggregated questionnaire responses that turnover was unhealthy for workflow in hotels.

5.3 Recommendations

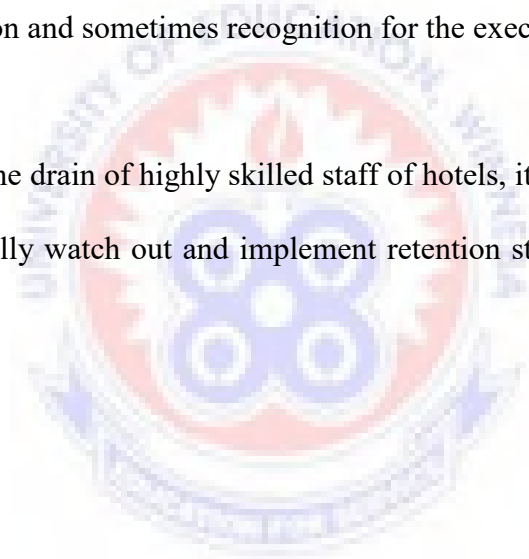
Various recommendations are noted as a response to the findings of the present study.

- Concerning the first research objective, employee motivation is mainly related to the 'what is in for me' mentality mainly financial and non-financial gains. Using the Deprivation-Satiation proposition by Homans (1974), as a measure to fill or supply beyond capacity or desire, it needs reiterating that, employee rewards should be regularly reviewed otherwise they lose their ability to motivate. This

recommendation is deduced from the deprivation-satiation proposition that states that ‘the more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes for him’.

- It is recommended that, management should also know that employee motivation, when it comes to benefits, is multifaceted and so salary increments alone cannot be an adequate form of motivation.
- It is also recommended that, apart from pay increment, management should look at other benefits such as welfare package, fringe benefits and adequate compensation and sometimes recognition for the execution of various tasks.

In order to reduce the drain of highly skilled staff of hotels, it is highly recommended that management carefully watch out and implement retention strategies to enhance workers motivation.



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SECTION B: EMPLOYEE EXPECTATIONS TO HELP IMPROVE RETENTION STRATEGIES

8. To what extent do you agree with the following statements as employee expectations in order to improve retention in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Employee expectations		1	2	3	4	5
8.1	Self enhancement					
8.2	Career Advancement					
8.3	Promotions					
8.4	Job security					
8.5	Increased financial returns					
8.6	Adequate compensation					
8.7	Training and development opportunities					
8.8	Improved benefit package					
8.9	Good working conditions					
8.10	Adequate welfare for employees					

9. Have you ever thought of leaving this hotel? a) Yes [] b) No []

If Yes, please explain

.....
.....
.....

10. What makes you continue to work in this hotel?

- a) Interest []
- b) No other choice []
- c) Flexible working conditions []
- d) Prestige []
- e) Adequate remuneration
- f) Other (please specify)

11. Since the period of your employment in this hotel, have you witnessed any employee(s) leaving the hotel? a) Yes [] b) No []

12. If Yes, in your opinion, what were some of the reasons for the employee(s) leaving the hotel?

- a) Inadequate compensation []
- b) Over utilization of employees []
- c) Poor working conditions []
- d) Inadequate welfare for employees []
- e) Lack of training programs []
- f) Lack of interest []

- g) Dismissal []
- h) Resignation []
- i) Other (please specify)

13. In your view, please rate the extent of your agreement to the following statements as means to retain staff of the hotel. The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Retention options		1	2	3	4	5
13.1	Adequate compensation					
13.2	Good working conditions					
13.3	Availability of training programs for staff					
13.4	Equal utilization of staff					
13.5	Adequate welfare for staff					
13.6	Assure employees of job security					
13.7	Offering an attractive employee benefit package					

SECTION C: MOTIVATIONAL FACTORS THAT AFFECT EMPLOYEE**RETENTION AND TURNOVER**

14. To what extent do you agree with the following statements as motivational factors affecting employee retention and turnover in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Employee motivations		1	2	3	4	5
14.1	Management has a broad and flexible reward scheme for employees					
14.2	Management has a wide range of benefits available for employees					
14.3	The rewards and other benefits enjoyed in this hotel are very adequate					
14.4	Employees are paid fairly for the work they perform					
14.5	Timely and effective wage payment policies					
14.6	Management is extremely fair in promotional policies					
14.7	Prestige of working at this hotel					
14.8	My needs are taken into consideration at work					
14.9	Provision of the necessary resources to complete task successfully					
14.10	Assurance of job security					
14.11	Personal development opportunities					

15. What has been the most rewarding part of your employment in this hotel so far?

.....

.....

16. What has been the most challenging part of your employment in this hotel so far?

.....

.....



**SECTION D: EFFECT OF EMPLOYEE TURNOVER RATE ON
PRODUCTIVITY AND WORKFLOW**

17. To what extent do you agree with the following statements as effects of employee turnover on productivity and workflow in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Effects		1	2	3	4	5
17.1	Employee turnover has negative impact on the hotel's performance					
17.2	Employee turnover reduces profit					
17.3	Employees' turnover hinders new product development					
17.4	Employees' turnover hinders effective customer service					
17.5	Employee turnover causes overutilization of existing employees					
17.6	Employees turnover enable the organization to employ more qualified employees that will bring new ideas on board to increase productivity					
17.7	There is positive impact of employee turnover on total factor productivity growth					
17.8	Lower productivity of newly hired employees					
17.9	Possible service delivery breakdown					
17.10	Reduce job satisfaction of existing employees					
17.11	Increased operating expense					

Thank you

RESEARCH QUESTIONNAIRE FOR MANAGEMENT MEMBERS

UNIVERSITY OF EDUCATION, WINNEBA (UEW)

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

FACULTY OF VOCATIONAL EDUCATION

DEPARTMENT OF HOSPITALITY AND TOURISM EDUCATION

RESEARCH TOPIC

**“FACTORS INFLUENCING STAFF TURNOVER AND ITS EFFECT ON
WORK FLOW IN THE HOSPITALITY INDUSTRY: A CASE STUDY OF
SELECTED HOTELS IN AMAKOM IN THE KUMASI METROPOLIS”**

This research is being conducted as part of a graduate study in UEW. The information obtained from this survey shall be kept anonymous and completely confidential and used for research purposes only. Your participation in this survey is much needed and I will be grateful if you could answer the following questions. I would like to thank you for your cooperation in completing these questions.

Please respond to the questions by either writing in the blank space provided or ticking in the appropriate space provided.

SECTION A: RESPONDENT PROFILE

- | | | | |
|---------------------------------|----------------|-----------------|--------------------|
| 1. Sex of respondent | a) Male [] | b) Female [] | |
| 2. Age of respondent (years) | a) 18-24 [] | b) 25-31 [] | c) 32-38 [] |
| | d) 39-45 [] | e) 46-52 [] | f) 53 and over [] |
| 3. Marital status of respondent | a) Married [] | b) Single [] | |
| | c) Widowed [] | d) Divorced [] | |

4. What is your highest level of Education?

- a) No formal education b) Basic education
c) Secondary education Diploma e) Undergraduate f) Postgraduate

5. How long have you worked for this organisation?

- a) Less than 2 years [] b) Between 2 and 4 years []
c) Between 4 and 6 years [] d) More than 6 years []

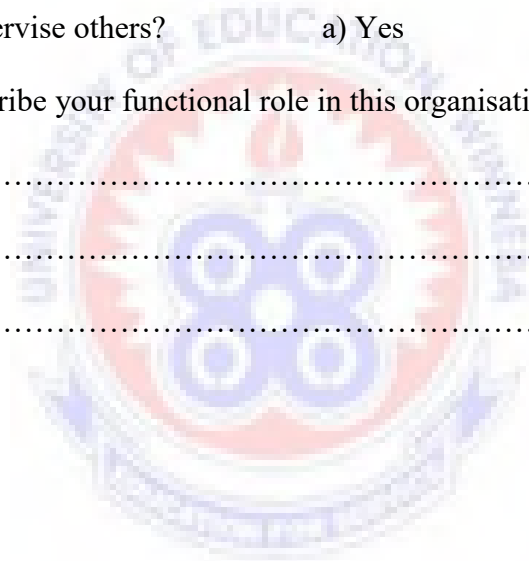
6. What is your current job title in this organisation?

.....

7. Do you supervise others? a) Yes b) No

8. Briefly describe your functional role in this organisation

.....
.....
.....



SECTION B: EMPLOYEE EXPECTATIONS TO HELP IMPROVE RETENTION STRATEGIES

9. To what extent do you agree with the following statements as employee expectations in order to improve retention in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Employee expectations		1	2	3	4	5
9.1	Self enhancement					
9.2	Career Advancement					
9.3	Promotions					
9.4	Job security					
9.5	Increased financial returns					
9.6	Adequate compensation					
9.7	Training and development opportunities					
9.8	Improved benefit package					
9.9	Good working conditions					
9.10	Adequate welfare for employees					

10. Since the period of your being in this hotel, have you witnessed any employee(s) leaving the hotel? a) Yes [] b) No []

11. How would you rate the frequency of the following statements as reasons for the employee(s) leaving the hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Very Frequently	Frequently	Occasionally	Rarely	Never

Please tick in the appropriate space

Reasons		1	2	3	4	5
11.1	Inadequate compensation					
11.2	Over utilization of employees					
11.3	Poor working conditions					
11.4	Inadequate welfare for employees					
11.5	Lack of training programs					
11.6	Lack of interest					
11.7	Dismissal					
11.8	Resignation					

12. In your view, please rate the extent of your agreement to the following statements as means to retain staff of the hotel. The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Retention options		1	2	3	4	5
21.1	Adequate compensation					
21.2	Good working conditions					
21.3	Availability of training programs for staff					
21.4	Equal utilization of staff					
21.5	Adequate welfare for staff					
13.6	Assure employees of job security					
13.7	Offering an attractive employee benefit package					

SECTION C: MOTIVATIONAL FACTORS THAT AFFECT EMPLOYEE**RETENTION AND TURNOVER**

13. To what extent do you agree with the following statements as motivational factors affecting employee retention and turnover in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

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14.7	Prestige of working at this hotel					
14.8	My needs are taken into consideration at work					
14.9	Provision of the necessary resources to complete task successfully					
14.10	Assurance of job security					
14.11	Personal development opportunities					

SECTION D: EFFECT OF EMPLOYEE TURNOVER RATE ON PRODUCTIVITY AND WORKFLOW

14. To what extent do you agree with the following statements as effects of employee turnover on productivity and workflow in this hotel? The range of rating is from 1 to 5 as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Please tick in the appropriate space

Effects		1	2	3	4	5
17.1	Employee turnover has negative impact on the hotel's performance					
17.2	Employee turnover reduces profit					
17.3	Employees' turnover hinders new product development					
17.4	Employees' turnover hinders effective customer service					
17.5	Employee turnover delays customer deliverables					
17.6	Employee turnover causes overutilization of existing employees					
17.7	Employees turnover enable the organization to employ more qualified employees that will bring new ideas on board to increase productivity					
17.8	There is positive impact of employee turnover on total factor productivity growth					
	Lower productivity of newly hired employees					
	Possible service delivery breakdown					
	Reduce job satisfaction of existing employees					
	Increased operating expense					

Thank you