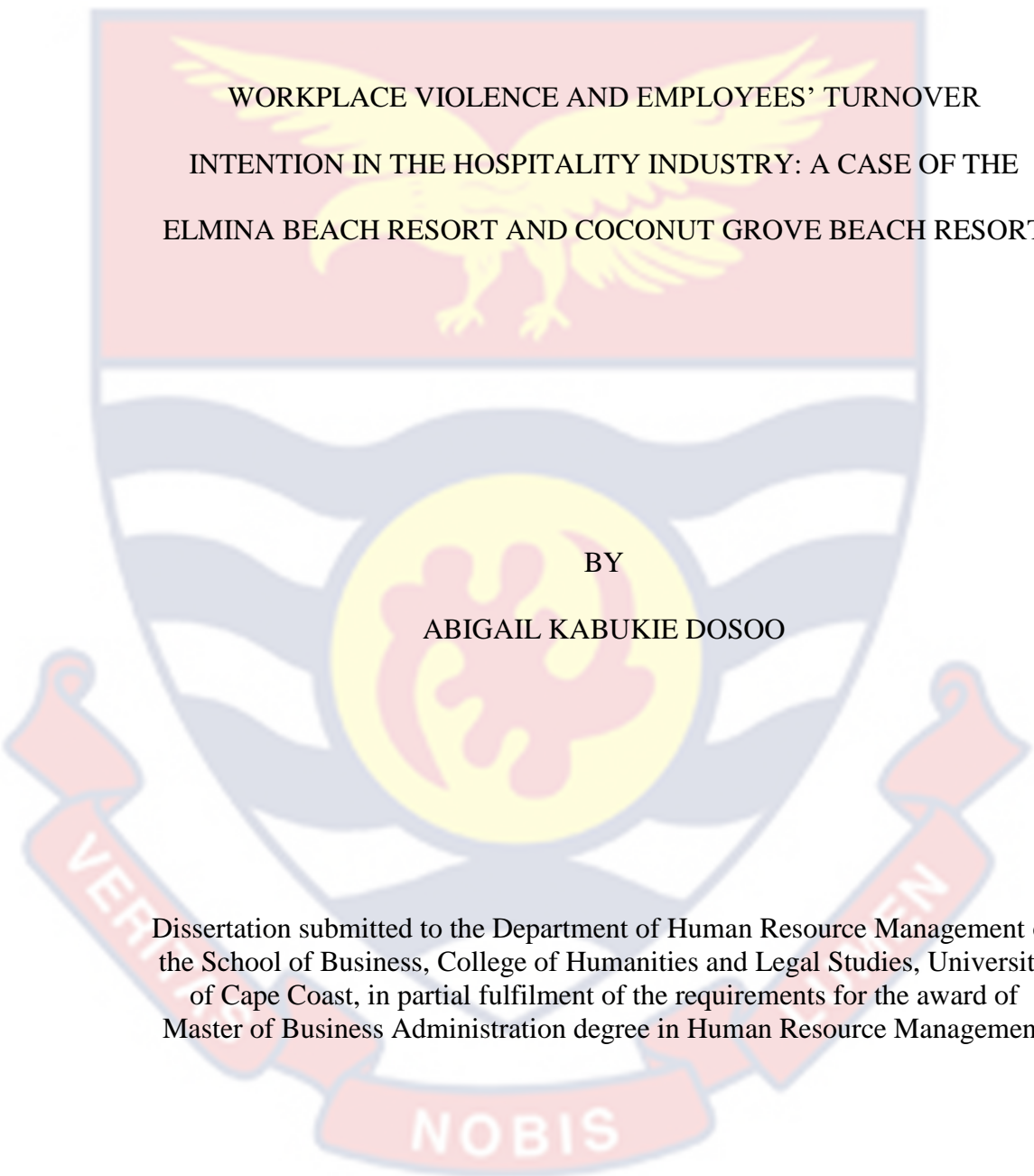UNIVERSITY OF CAPE COAST

WORKPLACE VIOLENCE AND EMPLOYEES' TURNOVER

INTENTION IN THE HOSPITALITY INDUSTRY: A CASE OF THE

ELMINA BEACH RESORT AND COCONUT GROVE BEACH RESORT

BY

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Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

DECEMBER 2023

DECLARATION

Candidate's Declaration

I 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.
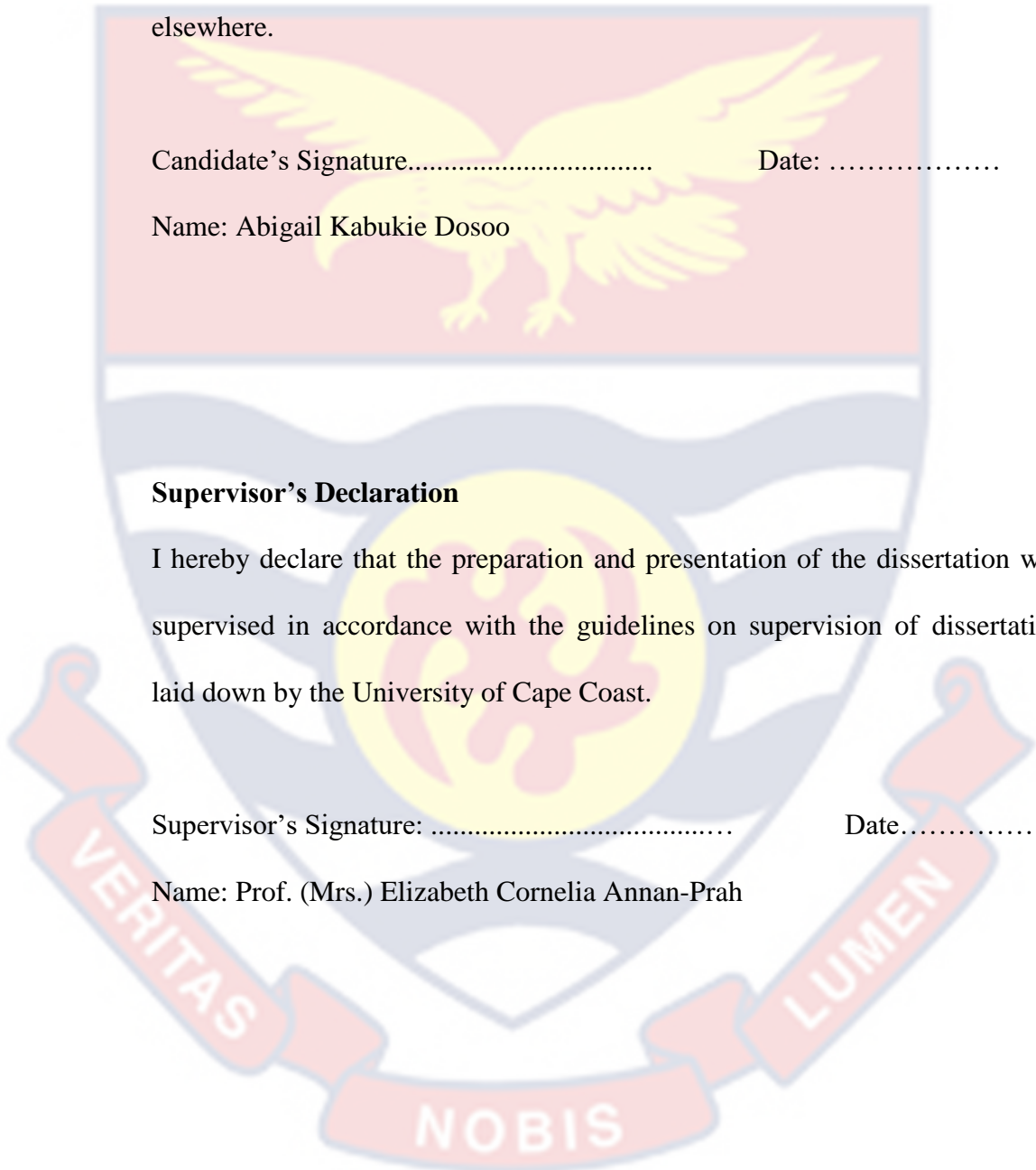
Candidate's Signature.................................   Date: ………………

Name: Abigail Kabukie Dosoo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ....…   Date……………

Name: Prof. (Mrs.) Elizabeth Cornelia Annan-Prah

ABSTRACT

The purpose of the study is to investigate the association between workplace violence (WPV) and employees' turnover intention (ETI) in selected facilities in the hospitality industry in Elmina. Specifically, the study sought to examine the prevalence of WPV in the hospitality industry; examine the prevalence of employees' turnover intentions in the hospitality industry; assess the association between WPV and employees' turnover intentions in the hospitality industry; and, examine the role of demographic, socio-economic, and organisational factors on ETI in the hospitality industry. In all, 104 employees participated in the study. Self-administered questionnaires were employed to solicit for participants' responses. The data analyses were done using STATA version 14. A bivariate and multivariate logistic regression was fitted to examine the association between WPV and ETI at a 95% confidence interval. Emotional violence was the most reported violence experienced at the workplace (18.27%). There was a high turnover intention (53.85%). Employees who experienced WPV had significantly reduced odds of turnover intentions (AOR=0.12, 95% CI = 0.24-0.63). High perceived organisational support was significantly associated with lower turnover intentions (AOR=0.21, 95% CI = 0.07-0.61). Employees who perceived their socio-economic condition as supportive were less likely to have turnover intentions (AOR=0.71, 95% CI=0.23-0.63). The findings underscore the importance of creating safe and respectful work environments, promoting organisational support, and fostering positive management-employee relationships to mitigate turnover intentions and retain valuable talent. In conclusion, although there is a low prevalence of WPV among employees in the hospitality industry, there is a high turnover intention. The study highlights a need for training programs and policies that promote respectful and supportive work environments.

KEYWORDS
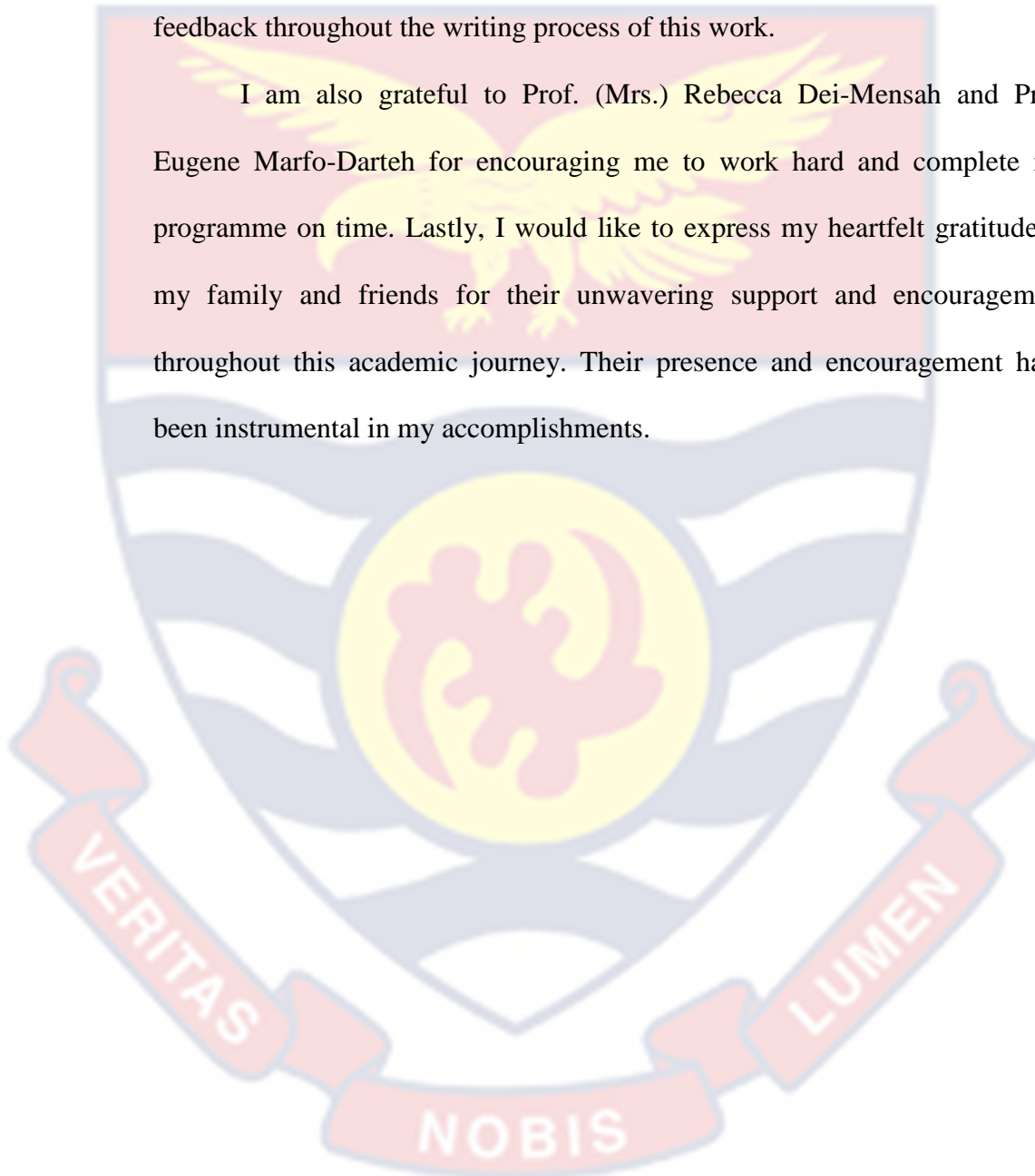
Employee

Turnover intentions

Workplace violence

Hospitality

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I would like to extend my deepest appreciation to my supervisor, Prof. (Mrs.) Elizabeth Cornelia Annan-Prah from the Department of Human Resource Management, for her invaluable guidance, support, and meticulous feedback throughout the writing process of this work.

I am also grateful to Prof. (Mrs.) Rebecca Dei-Mensah and Prof. Eugene Marfo-Darteh for encouraging me to work hard and complete my programme on time. Lastly, I would like to express my heartfelt gratitude to my family and friends for their unwavering support and encouragement throughout this academic journey. Their presence and encouragement have been instrumental in my accomplishments.

DEDICATION

To my fiancé and family

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LIST OF ACRONYMS

AET	Affective Events Theory
ETI	Employees' Turnover Intention
ILO	International Labour Organisation
SET	Social Exchange Theory
WHO	World Health Organisation
WPV	Workplace Violence

CHAPTER ONE

INTRODUCTION

In Ghana, the hospitality industry contributes significantly to economic growth and development. However, this industry has over the years faced substantial challenges including employee turnover. There is a growing concern that the presence of workplace violence at the workplace could contribute to employees' turnover intentions. This study seeks to examine the association between workplace violence and employees' turnover intentions in the hospitality industry. This chapter provides some background to the study, establishes the problem driving the study, the emerging research questions, and its corresponding objectives.

Background to the Study

The workplace is an environment that is supposed to shape and augment employees' capacity and human capital towards the attainment of organisational goals, mission, and vision. Yet, it also serves as an avenue for the perpetuation of acts of violence (Adusei, 2019). This has made workplace violence (WPV) a serious occupational hazard of concern (Magnavita & Heponiemi, 2012).

According to the World Health Organisation (WHO), WPV constitute "incidents where staff are abused, threatened, or assaulted in circumstances related to their work... involving an explicit or implicit challenge to their safety, well-being or health" (ILO/ICN/WHO/PSI, 2003, p.2). WPV may manifest in various forms including bullying, ostracism, sexual harassment, verbal abuse, as well as acts that threaten, intimidates and embarrasses employees (Boafo, Hancock & Gringart, 2016). Also, WPV includes

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excessive demands from superiors such as assigning tasks that are beyond the employees' capacity (Jung & Yoon, 2019).

Globally it is difficult to know the world prevalence of WPV. However, the different studies conducted in different countries have suggested the prevalence of WPV in specific contexts and industry. For example, within the healthcare industry, more than 50 percent of health workers worldwide have ever experienced one form of WPV (Adusei, 2019). In the United States alone, nearly 2 million workers report WPV each year (Occupational Safety and Health Administration, 2017). Evidence from Canadian work environment also indicates that about 48.8 percent of workers had suffered workplace harassment which is one form of WPV (Claybourn, Spinner & Malcom, 2014).

Within the Ghanaian context, WPV has mainly been explored in the healthcare industry. For instance, Adusei (2019) reports that about 44.4 percent of hospital workers within the Greater Accra region had experienced one form of WPV. Analogous finding had been reported by Boafo et al. (2016) who found WPV prevalence of 52.7 percent among nurses in Ghana; thus, making WPV an important health and human resource management concern.

Violence at the workplace has serious deleterious consequences on workers. According to Boafo et al. (2016), WPV put significant physiological and/or psychological strain and stress on workers which in turn has substantial implications on the performance of the organisation. Additionally, WPV has been found to be a predictor of employees' perceived desirability (Węziak-Białowolska, Białowolski & McNeely, 2020). Additionally, WPV has been

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found to be significantly associated with the likelihood of suffering occupational injuries and in extreme situations, death (Yu, Lin, Smith & Lohrmann, 2018).

Previous studies conducted in other industries such as the healthcare and education sector have identified several determinants which include the following: job dissatisfaction, job insecurity, lack of organisational commitment, and poor remuneration (Asimah, 2018; Gyensare et al., 2015). However, the question remains that beyond these factors, what other organisational factors can predict employees' turnover intentions? One aspect that has not gained much scholarly attention is the potential association between WPV and employees' turnover intentions. There is evidence from Australia and Pakistan (Ahmad & Kaleem, 2019) that have found higher likelihood of turnover intentions among employees who experience workplace bullying.

The affective events theory (AET) provides some theoretical contexts to understand the possible association between WPV and employees' turnover intentions. This theory proposes that emotions can be triggered by both work-related and non-work-related events, and that the intensity, frequency, and duration of these emotions can vary depending on the event and individual factors (Christensen, Wilson & Hansen, 2022).

A positive work-related event, such as receiving a promotion or praise from a supervisor, can generate positive emotions such as joy, pride, and satisfaction, which can enhance employees' job satisfaction and motivation. On the other hand, a negative work-related event, such as experiencing

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workplace violence can generate negative emotions such as anger, fear, and anxiety, which can lead to job dissatisfaction and turnover intentions.

Statement of the Problem

The sustainable development goal (SDG) 8 calls for sustained, inclusive, full and productive employment for all by the 2030 (Ribeiro-Duthie, 2020). However, this SDG is under threat as turnover intentions remain a ubiquitous concern. At the sub-Saharan region, a pooled prevalence of 50.7% has been reported (Ayalew et al., 2021). In Ghana, a related study conducted among nurses and midwives have estimated the prevalence of turnover intentions to be 87.2% (Boateng et al., 2022). This high prevalence of turnover intentions across multiple industries in Ghana has substantial ramifications on organisational performance and productivity (Gyensare, Otoo, Asare & Twumasi, 2015). Moreover, there are significant cost implications in situations of high turnover intentions as the organisation would have to expend more in training new employees who may be at higher risk of turnover.

While there is a wealth of studies conducted to investigate employees' turnover intentions in Ghana, these studies have mainly focused on the healthcare industry (Boateng et al., 2022), and the educational sector (Darko, Björkqvist & Österman, 2019; Norman, Aikins & Binka, 2013). Meanwhile, the hospitality industry has faced some of the turbulent times, especially with the outbreak of the COVID-19 pandemic in 2020. Many hospitality facilities including hotels and resorts had to halt operations and lay off their employees. This situation may have affected the psychology of employees in this industry, thereby exacerbating the risk of turnover intentions.

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Previous studies from Ghana have found a high magnitude of turnover intentions in the hospitality industry ranging between 55% (Deri, Zaazie, & Bazaanah, 2021) and 70.3% (Asimah, 2018). However, the association between WPV and turnover intentions in the hospitality industry remains unclear in the current body of empirical literature in Ghana. Thus, indicating a knowledge gap that seeks for evidence-based research to fill. Therefore, this study seeks to narrow this knowledge gap by investigating the prevalence of WPV and its association with employees' turnover intentions in the hospitality industry.

Purpose of the Study

The purpose of the study is to investigate the association between WPV and employees' turnover intentions in selected facilities in the hospitality industry in Elmina.

Research Objectives

Specifically, the study will seek to:

1. Examine the prevalence of WPV in the hospitality industry.

2. Examine the prevalence of employees' turnover intentions in the hospitality industry.

3. Examine the role of demographic, socio-economic, and organisational factors on employees' turnover intentions in the hospitality industry.

4. Assess the association between WPV and employees' turnover intentions in the hospitality industry.

Research Questions

1. What is the prevalence in the hospitality industry?

2. What is the prevalence of employees' turnover intentions in the hospitality industry?

3. To what extent does demographic, socio-economic, and organisational factors influence employees' turnover intentions in the hospitality industry.

4. What is the association between WPV and employees' turnover intentions in the hospitality industry?

Research Hypotheses

Hypothesis 1: There is a significant association between demographic characteristics of employees and their turnover intentions.

Hypothesis 2: There is a significant association between organisational factors (i.e., perceived organisational support and employee-employer relationship) and turnover intentions.

Hypothesis 3: There is a significant association between WPV and employees' turnover intentions.

Significance of the Study

By delving into the prevalence of WPV in the hospitality sector, this research aims to contribute empirical evidence to the existing body of knowledge, shedding light on the specific dynamics and manifestations of violence in this unique work environment. Furthermore, the study's examination of employees' turnover intentions is essential, as turnover has considerable implications for organisational performance, productivity, and overall industry sustainability.

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The investigation of the association between WPV and turnover intentions will provide valuable insights for employers, policymakers, and industry stakeholders, informing the development of targeted interventions and preventative measures to mitigate the adverse impact of violence on workforce stability.

Additionally, the inclusion of demographic, socio-economic, and organisational factors in the analysis acknowledges the multifaceted nature of turnover intentions, offering a comprehensive understanding of the contextual variables that may influence employees' decisions to leave their positions. As such, this study is positioned to not only advance academic knowledge but also to inform practical strategies for fostering a safer and more sustainable work environment within the hospitality industry in Elmina and potentially serving as a model for similar contexts globally.

Delimitations of the Study

This study is delimited by is geographical and industrial scope. Regarding geography, the study is bounded to only hotels in Elmina. As such, the findings from the study may not accurately reflect the situation in other hospitality facilities that are outside this geographical scope. Concerning the industrial scope, the study limits itself to the hospitality industry. The implication of this is that, the results and conclusions cannot be extrapolated to other industries such as the healthcare, education or manufacturing industries.

Limitations of the Study

The study is limited by its methodological approach. Given that the study relies on cross-sectional research design, it is impossible to establish a causal pathway between WPV and turnover intentions of employees in the

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hospitality industry. Only correlational associations can be established. Another significant drawback of using a cross-sectional research design is the potential for biases. Cross-sectional studies are prone to selection, measurement and confounding biases (Wang & Cheng, 2020). In addition to this, the participants may not be representative of the entire population. Hence, leading to selection bias (Munafo, Tilling, Taylor, Evans & Davey, Smith, 2018).

Definition of Terms

Turnover: Turnover, in the context of human resources and employment, refers to the rate at which employees leave an organisation and are replaced by new hires. It is often expressed as a percentage and is calculated by dividing the number of employees who leave the organisation during a specific period by the average number of employees during that same period, multiplied by 100.

Turnover intention: Turnover intentions refer to an employee's self-reported likelihood or inclination to leave their current job or organisation within a specific timeframe. It is a measure of the individual's expressed intention or willingness to voluntarily resign from their current employment.

Workplace violence: Workplace violence refers to any act or threat of physical violence, intimidation, harassment, or other disruptive behaviour that occurs within or is related to the work environment. This type of violence can manifest in various forms, ranging from verbal abuse and threats to physical assaults. Workplace violence can be perpetrated by colleagues, supervisors, clients, customers, or individuals external to the organisation. It includes

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behaviours or actions that create a risk to the health, safety, and well-being of employees.

Employee: An employee is a person who has a formal agreement, either written or implied, with their employer that outlines the terms and conditions of their employment. This agreement often includes details about work duties, compensation, benefits, working hours, and other relevant terms.

Organisation of the Study

The study consists of five chapters. The first chapter contains the introduction, which addresses the background issues, description of the research problem, research queries, and aims, as well as the study's limitations and boundaries. The second chapter examines literature pertinent to WPV and attrition intentions at the international, regional, and national levels. Also discussed in chapter two are the underlying theoretical framework and conceptual frameworks.

The methodology of the investigation is presented in the third chapter. It consists of a presentation and discussion of the study's design, setting, sampling processes, data instruments, and data gathering processes, data management and analysis, and concludes with a discussion of some ethical issues associated with this study. In the fourth chapter, the analysis results are presented and discussed in accordance with the relevant theoretical framework and prior empirical evidence. The fifth chapter represents the conclusion of the investigation. It includes a summary of the study and its main findings, as well as the conclusions and recommendations derived from those findings.

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Chapter Summary

This chapter introduced the study and set the tone for what should be expected in the subsequent chapters. It provided the background contextual issues to place the study in context. Additionally, the statement of the problem, purpose, research questions and significance of the study was elucidated in this chapter. The subsequent chapters will include literature review, details of the research methodology, as well as the presentation and discussion of the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

Overview

This section reviews relevant literature related to employees' turnover intentions and workplace violence. The concept of WPV and its corresponding dimensionalities are discussed. Additionally, the concept of employees' turnover intention is also reviewed and discussed accordingly. Other conceptual and empirical issues such as the determinants of employees' turnover intentions, implications of employees' turnover intentions and the determinants of WPV are also reviewed and discussed in detail. The conceptual framework that informs the study is also presented and discussed accordingly.

Social Exchange Theory

Theories are quintessential to research as they provide a blueprint and guide for the study. For this study, it is informed by the social exchange theory (SET). SET posits that social interactions are based on the principle of reciprocity, wherein individuals engage in relationships and exchanges with the expectation of receiving benefits or rewards in return (Cropanzano et al., 2017). The theory highlights the concept of a social "exchange currency" that individuals invest in relationships, and the outcomes of these exchanges influence their attitudes, behaviours, and commitment (Kilroy, Dundon & Townsend, 2023).

In the context of the study's findings, SET can be applied to the analysis of turnover intentions by examining the perceived exchanges between employees and their workplace, including management and the broader

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organisational context. Employees who report high perceived organisational support are significantly less likely to have turnover intentions. This aligns with SET, as employees who perceive support from their organisation are likely to view the employment relationship positively, feeling a sense of reciprocity for the support received.

Similarly, the findings related to unhealthy relationships with management can be interpreted through SET. Employees experiencing an unhealthy relationship with management are more likely to entertain turnover intentions. This aligns with SET's premise that negative exchanges or perceived inequities in social relationships can lead to dissatisfaction and a reduced commitment to the relationship (Cropanzano et al., 2017). In this case, the unfavourable social exchange with management contributes to employees contemplating leaving their positions.

Furthermore, the socio-economic conditions and work environment conditions, as identified in the study, can be viewed through the lens of SET. Employees who perceive supportive socio-economic conditions are less likely to have turnover intentions, suggesting that positive social exchanges related to economic factors contribute to a more committed and stable employment relationship.

Work Place Violence (WPV)

The problem of violence has been a social concern that dates as far back to the beginning of time itself. Violence, which is an extreme form of aggression and abuse against another person or group, is a ubiquitous social problem that is exhibited in all facet of life including the workplace environment. Nevertheless, its conceptualisation remains complex and

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nuanced. Different organisations and scholars have provided different yet similar conceptualisation of workplace violence. For instance, Jackson and Ashley (2005), conceptualises WPV as that type of violence that occurs at the work environment, the victims being imperilled to "bullying, threats, intimidation, sexual harassment, and other forms of psychological violence" (p.2).

The definition by Jackson and Ashley (2005) is limiting as it does not show who the perpetrators of WPV are. The International Labour Organisation (ILO), on the other hand, provided a comprehensive definition of workplace violence. The ILO in its Code of Practice on workplace violence, defined workplace violence as:

"Any action, incident or behaviour that departs from reasonable conduct in which a person is assaulted, threatened, harmed, injured in the course of, or as a direct result of, his or her work. Internal WPV is that which takes place between workers, including managers and supervisors. External WPV is that which takes place between works (and managers and supervisors) and any other person present at the workplace" (ILO Sectoral Activities Program, 2003, Clause 1.3.1).

On the other hand, the World Health Organisation (WHO) defined WPV as involving "incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being or health" (ILO/ICN/WHO/PSI, 2003, p.2). Similarly, the American Nursing Association (2019) defined WPV as acts and threats of violence which may include

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physical violence, intimidations, disruptive behaviours and harassment from either clients or service providers.

The recurring theme across all these definitions is that workplace is a multifaceted or multidimensional phenomenon. That is, it can either be physical, emotional, sexual or psychological (Cakal et al., 2021; Tsukamoto et al., 2021). From the physical dimension, WPV is manifested in the form of physical assault, kicking, pushing, biting, hitting, slapping, beating, and physical attacks (Adedokun, 2020).

In the workplace, psychological or emotional violence can be in the form of insults, threats, name calling, teasing, stalking, and intimidation from colleagues, superiors, or clients whereas sexual violence at the workplace includes sexual harassments, sexism, rape, sexual assault, sexual exploitation and coercion (Lippel, Vézina, Bourbonnais & Funes, 2016; McDonald, 2012; McDonald, Charlesworth & Graham, 2015). This multidimensionality of WPV has made it difficult for many organisations and institutions to find lasting remediating solution to the incidence of workplace violence.

Categories of WPV

Available literature shows that there are four categories of workplace violence, namely: "criminal intent, customer, worker-on-worker, and personal relationship" (Sweet, 2017). Crime intent is the first type of workplace violence. This category of WPV is usually perpetuated by individuals who have no connection to the company or people working at the firm or organisation (Sweet, 2017). For example, a break-in at the company that results in the assault of employees would be regarded as a crime intent type of workplace violence.

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The second category of WPV is the customer WPV, which is also known as the client WPV. This type of violence is perpetuated by clients who have legitimate connection to the organisation either by currently or previously receiving services from the organisation (Bruce & Nowlin, 2011, Sweet, 2017). For instance, a situation where a client verbally or physically abuses, or sexually harass an employee of an organisation where they are receiving services, it is considered customer workplace violence.

According to Sweet (2017), the third type or category of WPV is the worker-on-worker violence. This is arguably the most common type of workplace violence. Usually, this type of violence occurs between employees or between employees and their employers (Bruce & Nowlin, 2011). The final category of WPV is the personal relationship violence (Sweet, 2017).

Incidents of personal relationship violence refer to situations where the perpetrator does not have a direct affiliation with the organisation, but rather has a connection with one of its staff members who is being subjected to the perpetrator's aggression. This type of violence may arise from a domestic dispute between a married couple that extends beyond the confines of their personal lives and manifests in the workplace (Bruce & Nowlin, 2011). Irrespective of the type of workplace violence, there is high likelihood of adverse effects on the victim.

Implications of WPV

The perpetuation of WPV has significant ramifications on employees, management, and the overall developmental progression of the organisation. Several studies conducted across the globe have investigated the implications of WPV on innumerable outcomes including job satisfaction, burnout, and

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turnover intentions (Adusei, 2019; Boafo, 2018; Darko, Björkqvist & Österman, 2019; Norman, Aikins & Binka, 2013). In Korea, Kim, Kim, Choe, Kwak, and Song (2018) investigated the mediating role of WPV in predicting emotional labour and exhaustion among nurses using a cross-sectional design. The result from Kim et al.'s (2018) study revealed that the association between emotional labour and burnout was mediated by WPV. Consequently, employees who experience WPV are at a higher risk of experiencing exhaustion and emotional labour.

Lanctôt and Guay (2014) undertook a comprehensive examination of existing literature pertaining to WPV. Their systematic review showed that the effects or implications of WPV was complex and multidimensional. Lanctôt and Guay (2014) revealed that the effects of WPV could be physical, psychological, emotional, work-related, social/general, and financially-related. The victim of WPV is prone to experiencing psychological distress, which may manifest as anxiety, depression, and posttraumatic stress disorder (PTSD) (Lanctôt & Guay, 2014).

Physiologically, the perpetrator may inflict visible wounds and bruises on the victim. Emotionally, the victim of WPV was likely to become more aggressive, angry and terrified. Regarding the consequences on the work functioning, individuals who are subjected to WPV were more likely to be absent from work to escape the hostility that they would encounter should they report to work. In the long run, this significantly reduces their level of job satisfaction (Lanctôt & Guay, 2014).

Wing Lo et al. (2012) also conducted a study in Hong Kong to understand the nature, impact and preparedness for workplace violence. This

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cross-sectional study with a sample of 1,198 organisations from both private and public sector organisations showed the intricate implications of workplace violence. The result from the study indicated that organisations that recorded WPV were more likely to lose not only their employees but also their customers. Thus, emphasising the severity of WPV on the human resource and customer relations of the organisation.

Similarly, Dillion (2010) in a related study reported that not only is WPV associated with high rate of human resource attrition, it also exacerbates the risk of several adverse health effects on the victim which may include the following: depression, elevated blood pressure, weight loss, gastrointestinal problems, and posttraumatic stress disorders. This is corroborated by other studies that found that WPV significantly increases the risk of anxiety, stress and posttraumatic stress disorders (Acquadro Maran, Varetto, Zedda & Magnavita, 2018; Bowman, Bhamjee, Eagle, & Crafford, 2009; Brophy, Keith & Hurley, 2019; Zafar, Siddiqui, Ejaz, Shehzad, Khan, Jamali & Razzak, 2013).

Determinants of WPV

WPV does not occur in vacuum. Like other forms of violence (e.g., intimate partner violence and domestic violence), WPV occurs as a result of the interplay of certain factors which may or may not be interrelated. These factors can either be socio-demographical, environmental or organisationally related (Acquadro Maran et al, 2018; Brophy et al., 2019; Sweet, 2017).

Employees' Turnover

At the workplace, being able to retain all of your employees is a challenge that many human resource managers and departments have to

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encounter on a regular basis. Thus, making the issue of employees' turnover intention is serious human resource management problem. However, to be able to effectively discuss employees' turnover intentions, it is imperative to understand what constitutes employees' turnover.

Ogony (2017, p. 10) defines employees' turnover as "the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers". Rion (2009) defined employee turnover as the percentage of employees a company must replace in a given timeframe. From the different definitions, it is indicative that employees' turnover concerns the number of employees who exit a company either temporally or permanently. With this conceptualisation, it implies the ETI refers to the employees have considered or intend to quit their present employer freely.

Types of Employees' Turnover

Available evidence shows that there are two main types of employees' turnover. These are the voluntary and involuntary employee turnover. However, within the category of voluntary employee turnover, there are dysfunctional and functional employee turnover. Within the dysfunctional employee turnover, the turnover can either be avoidable or unavoidable. This is presented in Figure 1.

Voluntary employee turnover happens when a person quits an organisation of his own free choice (due to job dissatisfaction, poor working conditions, etc.) when a better employment opportunity arises. True, a high level of voluntary turnover is detrimental to organisational development (Tilahun, 2018). One of the most important elements influencing voluntary

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turnover is work satisfaction. Employees who are unsatisfied with their jobs may be inspired to look for a better opportunity elsewhere. The labour market is another aspect for motivating employees and finding alternative career possibilities. If the labour market is not favourable, even if they are unsatisfied with their work, they will stay until another job becomes available (Meshane & Glinow, 2000). Employees begin voluntary turnover, whereas employers initiate involuntary turnover.

Voluntary turnover that is dysfunctional in nature can be classified as either preventable or inevitable. Effective hiring, assessment, and motivation of personnel may serve as a viable strategy for organisations to curtail avoidable turnover. Inevitable employee turnover arises due to circumstances beyond the control of an employer, such as an individual's decision to relocate to a different area or a job transfer for their partner (Tilahun, 2018).

Employers, according to Bailey et al. (2016), reflect preventative procedures on voluntary turnover since the related costs are substantial. Employees who willingly quit the firm, for example, are likely to relocate to a rival, which may be an issue for the organisation because the person may have critical knowledge. According to Joseph, Gautam, and Bharathi (2015), employees change jobs every two to three years on average. Such high rates may cause organisations to lose top-performing individuals to rivals, resulting in suboptimal employee performance and bad overall organisational outcomes (Khan & Qadir, 2016). As a result, firm executives must find measures to limit voluntary turnover.

The concept of involuntary turnover (ITO) is a common phenomenon. ITO is initiated by the employer, but it can also occur because of other factors

such as demise, economising, sickness, or retirement (Arokiasamy, 2013; Tilahun, 2018). An organisation may benefit from both deliberate and ITO. Employee turnover at subordinate organisational levels, for example, might benefit organisations since technological developments continue to lessen the demand for lower-level capabilities in the manufacturing industry (Tilahun, 2018). As a result, both voluntary and involuntary turnover may be dysfunctional if it leads to a loss of human capital (Pietersen, 2014).
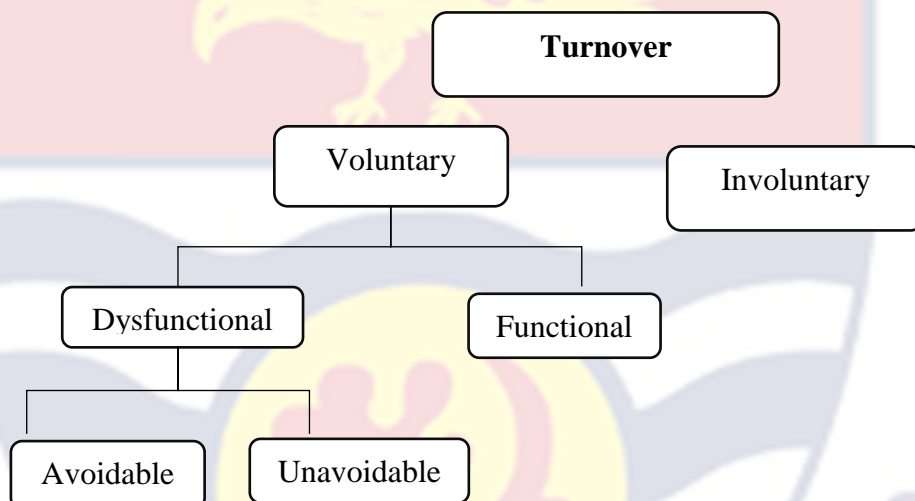
Figure 1: Types of employees' turnover
Source: Ogony, 2017

Determinants of Employees' Turnover

This section reviews literature related to the determinants of employees' turnover, particularly, voluntary employee turnover. These determinants are categorised as organisational and demographic determinants.

Organisational determinants

The degree to which a person enjoys their work is a measure of job satisfaction. Having a positive emotional response to one's work is what's meant by "job satisfaction" (Melaku, 2014), whereas the opposite, "job dissatisfaction," occurs when one's expectations aren't met. It is hypothesised that job satisfaction has a role in employee turnover rates. When workers are

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content with their roles and responsibilities, they have little incentive to leave their current employer, as stated by Mote (2014). These individuals will work tirelessly to ensure the success of the company.

According to Melaku (2014, p. 15) posits that "the facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and co-workers, and a chance for advancement and each dimension contributes to an individual's overall feeling of satisfaction with the job itself". Regarding employees' turnover, there is plethora of evidence that support the hypothesis that there is a statistically significant association between job satisfaction and employees' turnover (Medina, 2012; Grissom, Nicholson-Crotty & Keiser, 2012; Khan & Aleem, 2014; Stamolampros, Korfiatis, Chalvatzis & Buhalis, 2019).

In the perspective of Kwamboka (2015), every individual in an organisation yearns for the fulfilment of job security, which indicates that their jobs are secure and that their employment will remain a longer period of time, ensuring a consistent income. Mote (2014, p. 25) on the hand argues that, "if one is assured of stable income every month then the rate of turnover is reduced and organisation performance improved". Employees who are uncomfortable about their positions tend to have greater propensity to leave the company early (Kugler & Pica, 2008).

Demographic characteristics

Gender differences have been found in respect to employee turnover. Jolly, Gordon and Self (2022) reported in their study that turnover was most common among female employees. Another study which was conducted in China (Yang & Li, 20115) revealed that within the hospitality industry, female

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employees are more likely to be inclined to quit their jobs than male employees. Similarly, Ahmad et al. (2023) reports in their study that male employees tend to be significantly more likely to be committed to work than female employees, hence, reducing turnover among males. Thus, highlighting the point that employee turnover is a gendered phenomenon.

Another demographic factor that has shown significance with employee turnover is marital status. Yang and Li (2015) conducted a study to assess the extent of employee turnover. The findings from their study indicates that compared to married employees (whether male or female), unmarried employees were more incline to quit their current employment. Perhaps this might be due to the increased financial obligations associated with being married. Hence, employees who are married would want to stay in their employment to be able to afford the lifestyle.

Employees' Turnover Intention

Employees' turnover is preceded by turnover intention (Cohen, Blake, & Goodman, 2015; Erickson, 2015). Employee resignation rates and company plans to lay off workers are both measured by turnover intention (Rodwell, McWilliams, & Gulyas, 2016). The final step in the chain of withdrawal cognition processes is the intention to leave. It can serve as a link between employees deciding to quit and leaving their positions. Employee turnover intentions are predicted by job unhappiness and stress (Cloutier, Felusiak, Hill & Pemberton-Jones, 2015; Korsakien, Stankeviien, Imelyt & Talakien, 2015; Payne, 2015).

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Determinants of ETI

Staff turnover intentions has been thoroughly researched from many viewpoints, and a range of reasons have been proposed as the causes of employee turnover in a business. The factors that influence employee satisfaction can be divided into two categories: demographic and biographic. These factors include financial incentives, work environment, opportunities for career advancement, employee recognition and self-fulfilment, and job-related stress, among others. It is undeniably clear that demographic characteristics such as tenure, educational level, age, and so on have consistent positive or negative linkages with turnover ratio (Ali, 2014).

Personal characteristics

Personal characteristics, according to Yanjuan (2016), include age, gender, education level, marital status, years of employment, individual capacity, responsibility, and so on. Evidence suggests that female employees have a greater turnover rate than male employees. Yanjuan (2016) postulates that this is related to and influenced by women's responsibilities to give birth and care for their families. The job satisfaction and loyalty of employees with a high level of education, who are young and inexperienced, tend to be lower, resulting in a higher likelihood of turnover intention (Yanjuan, 2016). Analogously, Russ and McNeilly (1995) investigated the moderating influence of respondent gender on the links between work satisfaction, organisational commitment, and desire to leave. Female employees had a lower connection between organisational loyalty and turnover intentions than male employees.

It is worth noting that, not only are there gender disparities in employees' turnover intentions; the reasons for ETI are also gendered. For

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instance, in a study conducted in the hospitality industry, it was revealed that promotion prospects and work-family balance were connected to turnover intentions in women, while job description clarity was a key predictor of leaving in males (Blomme, Van Rheede & Tromp, 2010). Also, the influence of gender in predicting ETI goes beyond the individuals and their motives for quitting. The gender of the supervisor, employer or superior is another significant factor the determines the likelihood of turnover intentions and actual turnover. This assertion is substantiated by a quantitative study conducted to test the role of gender in predicting turnover intentions (Grissom, Nicholson-Crotty & Keiser, 2012).

Organisational characteristics

In the discussion of employees' turnover intentions, organisational characteristics play an important role. A notable organisational characteristic that has been reported to be significantly associated with ETI is the issues of job insecurity. Ratnasari and Lestari (2020) conducted a quantitative study that used a sample of 50 employees. The study revealed that there was significant association between job insecurity and turnover intentions. Thus, the higher the perception of job insecurity, the more likely employees were to have turnover intentions. Similar result has been reported by a number of studies that found high likelihood of turnover intentions among employees who had high level of perceived job insecurity (Jung, Jung & Yoo, 2021; Lee & Jeong, 2017; Staufenbiel & König, 2010; Van Schalkwyk et al., 2010).

Again, at the organisational level, the quality of relationship between employers and their employees has been reported as a significant predictor of employees' turnover intentions. A bad working relationship with management

can be a major factor for people to leave their jobs (Shukla & Sinha, 2013). People seldom leave employment where they are pleased, even if they are given a larger wage elsewhere. The employer-employee relationship has a significant impact on turnover. Management's lack of position definition might lead to labour turnover. Like compensation, supervision is an extrinsic component that is both "gratifying" and "demotivating." Employees perform better when they have less monitoring and the flexibility to exercise initiative, judgement, and self-approach to work (Shukla & Sinha, 2013).

Evidence also suggest that the prevailing built environment of the workplace is another factor that predicts ETI. Employees will not tolerate inconvenient working circumstances or a lack of key amenities such as sufficient lighting, furniture, bathrooms, and other health and safety measures for an extended period (Memon, Salleh & Baharom, 2016; Tilahun, 2018; Wu, Rafiq & Chin, 2017). Organisational insecurity has been linked to a high level of turnover. Organisations characterised by a high degree of inefficiency experienced a notable level of personnel turnover. If an employer loses a single important employee, the likelihood of project success and investor confidence may suffer dramatically. The primary drivers of turnover are compensation, working conditions, and job security. Turnover is caused mostly by employee dissatisfaction.

Perceived organisational support is another factor that has been found to be associated with the turnover intentions. One study that has established this association was a cross-sectional study conducted among Iranian nurses (Sharif et al. 2021). In Sharif et al.'s (2021) study, the authors revealed that there was a negative association between perceived organisational support and

employee turnover intentions. That is, the higher the perceived organisational support, the less likely employees are to be inclined to quit their jobs. Wong and Wong (2017) on the other hand have demonstrated that perceived organisational support does not directly affect turnover intentions but rather through the mediation of affective commitment.

Effects of ETI

High turnover can have serious consequences for both surviving personnel and the business. Previous studies have shown that voluntary turnover might have an impact on remaining employees, either favourably or adversely. Voluntary turnover can either boost the organisational commitment of surviving workers or increase their plans to leave (Ngirande, Terera, & Mutodi, 2014).

The study conducted by Ngirande et al. (2014) aimed to examine whether a correlation existed between the contentment of employees with their job and their level of dedication to the organisation. The study conducted by Ngirande et al. (2014) involved the collection of data from 123 participants through a survey questionnaire. The data was analysed using the SPSS Software. The findings of the study indicated that among the individuals who survived the downsizing, there were workers who exhibited high levels of happiness and dedication. The phenomena were studied among police officers who were asked to fill out questionnaires before and after a co-worker left. Researchers discovered that unfavourable appraisal of departure outcomes was unrelated to stayers' decision to quit after one of their co-workers left using hierarchical multiple regression.

Association between Workplace Violence and Employee Turnover Intentions

There is a preponderance of studies that have investigated association between WPV and ETI. Evidence from China (Kim, Lee & Lee, 2019; Li et al., 2019; Lui et al., 2018), Turkey (Aytac et al., 2016; Özkan, 2021), Brazil (Fontes et al., 2018), Pakistan (Ahamad & Kaleem, 2019), and Ghana (Boafo, 2018; Boafo & Hancock, 2017) have revealed that within the nursing and hospitality industry, there is significant association between WPV and ETI with those who exposed to WPV having disproportionately high risk of turnover intentions. However, these studies have been delimited to the health and hospitality industry. The nuances and dynamics in the manufacturing industry remains unclear in the current scope of empirical literature on WPV and employees' turnover intentions.

For instance, Özkan (2021) in a related study conducted in Turkey using quantitative research approaches revealed that employees who were exposed to employees who were exposed to abusive supervision were more likely to have turnover intentions as compared to their counterparts who were not exposed to abusive supervision. A plausible explanation for this could be that, abusive supervision mars the employer-employee relationship, thereby making the work environment unattractive to the employee. In the long run, the satisfaction and commitment of the employee towards work significantly declines, hence, exacerbating the likelihood of employee turnover intentions. In the same vein, Aytac (2016) also revealed there was statistically significant association between WPV and ETI among Turkish nurses.

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In Pakistan, Ahmad and Kaleem (2021) conducted a quantitative study that relied on data obtained from 627 Australian and Pakistani employees. The study showed that employees who were exposed to workplace bullying were more likely to have turnover intentions as compared to their counterparts who were not exposed to workplace bullying. Likewise, in Ghana, Poku, Donkor and Naab (2021) conducted a study among nurses to understand the phenomenon of employees' turnover intentions. According to their findings, while the majority of nurses had good attitudes toward their workplace, a bigger percentage of them planned to leave. There were also substantial relationships between nursing work environment features and intention to leave.

Li and colleagues (2019) conducted a study to investigate the potential relationship between WPV and ETI. The study's results indicate a significant correlation between WPV and ETI in China. The greater the extent of exposure of employees to WPV, the greater the probability of them experiencing emotional trauma and injury (ETI). Their findings indicate that the correlation between WPV and ETI is not strictly linear in nature. The empirical findings suggest that the association between WPV and ETI was moderated by the mediating effect of job satisfaction. This suggests that the occurrence of WPV has a notable impact on the job satisfaction of employees, which in turn worsens the issue of ETI. Lui et al. (2018) have reported comparable results in their investigation of 1,761 nurses in China. The study conducted by the researchers revealed a significant correlation between WPV and ETI.

Corroboratively, Kim, Lee and Lee (2019) in their study involving 324 employees showed that employees who were consistently exposed to burnout situations aggravating from WPV were at higher risk of having ETI as well as poorer quality of life. This is consistent with an earlier study conducted by Yeun and Hun (2016) among 243 Korean nurses which revealed that WPV such as bulling significantly exacerbated the likelihood of ETI. Laeque et al (2018) also substantiates this assertion in their study of 216 Pakistani nurses. In their study, they observed that violence perpetuated by patients towards nurses increased the odds of ETI among nurses. This was mediated by stress and burnout.

Conceptual Framework

This section presents the conceptual framework that will guide the proposed study. The conceptual frame work has three main parts: the factors that directly influences WPV and ETI, the dimensions of WPV and ETI. From the framework, it is indicative that there is a direct association between WPV and ETI. However, this turnover intention may be influenced by several factors including socio-economic, demographic and organisational characteristics.

Organisational characteristics such as the perceived job security, perceived job satisfaction and the employer-employee relationship have significant implications on ETI. This is in the sense that whenever employees have lower sense of job security, job satisfaction or have a troubled employer-employee relationship, they become tensed and stressed (Li et al., 2019). Consequently, these employees develop higher propensity to have ETI (Kim et al., 2016).

In the same vein, WPV can be influenced by the demographic factor such as the age of the person, years of experience at the workplace, among others. WPV can also arise from poor working conditions or lack of organisational policies to safeguard employees from experiences that exacerbate the risk of WPV. Therefore, these interrelationships between the various factors and WPV inevitably result in ETI.

Conceptual Framework
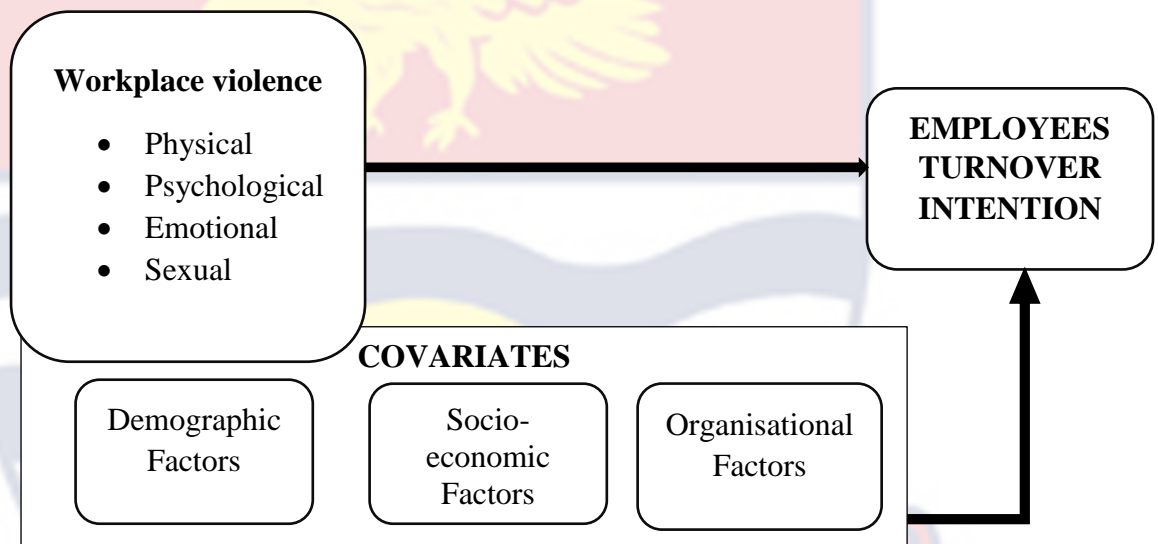
Figure 2: Conceptual framework
Source: Author's construct, 2022

Chapter Summary

In line with the objectives of the study, this chapter reviewed literature related to the turnover intentions and WPV. The review covered the concept of WPV and its corresponding dimensionalities, the concept of employees' turnover intention as well as other conceptual and empirical issues such as the determinants of employees' turnover intentions, implications of employees' turnover intentions and the determinants of WPV are also reviewed and discussed in detail. The conceptual framework that informs the study was also presented and discussed.

CHAPTER THREE

RESEARCH METHODS

Overview

One part of study that should not be overlooked is research methodology. According to Kumekpor (2002), it encompasses the research methodologies, processes, and techniques. Research methods are mostly chosen to meet the study's goals. This section, therefore, focuses on presenting the research approaches used for this study. It covers the research design, the target population, sampling methodologies and sample size, the data gathering process and data processing, ethical considerations, and the study's limitations.

Research Approach

Literature shows that the main approaches to research are quantitative, qualitative and mixed-method approaches (Fassinger & Morrow, 2013). The present study adopted a quantitative approach. The quantitative approach is characterised by its emphasis on numerical data, statistical analysis, and the systematic examination of patterns and relationships within a sample. In the context of the current investigation into the association between WPV and ETI in the hospitality industry in Elmina, a quantitative approach provides a structured and rigorous framework for collecting and analysing data. The aim is to derive statistical generalizations that extend beyond the specific sample under investigation, offering insights that may be applicable to a broader context within the hospitality industry.

Research Design

Generally, research designs are influenced by the research philosophy that drives the study. Mainly, there are three research philosophies, namely:

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positivism, interpretivist philosophy and pragmatism. There are several research philosophies, such as interpretivism, positivism, ontology, epistemology, existentialism, realism, axiology, and many more (Aperkor, 2016; Kumar, 2009). However, according to Galliers (1991), positivism and interpretivism are the two most remarkable and traditional research philosophies from which all other research philosophies derive.

Positivists believe in the existence of objective reality and truth. As a result, positivist scholars strongly believe that reality is stable and can be observed and described objectively (Levin, 1988). The interpretivist, on the other hand, believe in subjective reality and truth. They argue that reality can have various interpretations.

Given that this study seeks to generalise the findings to the larger hospitality industry, the study adopted quantitative research methods. Quantitative research designs include survey 'research designs, correlational research designs, experimental research designs, and causal-comparative research designs' (Sukamolson, 2007). The survey design was employed in this study, and it will be cross-sectional in nature. The cross-sectional aspect of the research design stems from the premise that the researcher would measure both the outcome (i.e., ETI) and the exposures (i.e., WPV) among study participants at the same time. Given the study's deadline and the fact that cross-sectional designs are affordable and reasonably quick to undertake, the researcher believes it is reasonable to adopt this design.

Study Area

The research was carried out in Elmina, which serves as the administrative centre of the Komenda/Edina/Eguafo/Abirem Metropolis

located in the Central Region of Ghana. Elmina is a popular destination for both tourists and locals in Ghana, owing to its abundant historical significance. The investigation was carried out at two distinct locations, namely the Elmina Beach Resort and the Coconut Grove Beach Hotel.

The Elmina Beach Resort is located in the heart of the Central Region, a historically significant area that can be reached via a three-and-a-half-hour drive from Accra, the capital city of Ghana. The property's strategic location is situated within a few kilometres of prominent World Heritage sites, such as Elmina Castle, Cape Coast Castle, and Fort St. Jago. Elmina Beach Resort is owned and managed by Golden Beach Hotels Ltd, whereas Groupe Nduom operates Coconut Grove Beach Resort.

Population

The study's population constituted employees in the two hospitality establishments. This includes individual on a permanent, temporary or casual employment contract with either of the hostels. Administrative staff, domestic staff, technical staff and managerial staff were all considered to be part of the study's target population.

Sampling Procedures

A sample refers to a finite subset of a statistical population that is subject to analysis to gain insights into the characteristics of the entire population (Lakens, 2022). As a result, sampling refers to the act or effort of selecting an appropriate subset of a population for research. The use of sampling strategies evolved as a means of addressing the hassles and challenges involved with employing the complete population in censuses (Sharma, 2017). As a result, the utilisation of samples became a more cost-

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effective method of doing research while still providing a realistic representative of the community (Trochim, 2002). Furthermore, using samples rather than the population saves the researcher's time and resources, which are limited.

Depending on the phenomena and variable under research, there are two types of sampling procedures: probability sampling and non-probability sampling. Simple random sampling, cluster sampling, stratified sampling, and the systematic sampling procedure are examples of probability sampling procedures (Creswell, 2017), whereas non-probability sampling procedures include purposive sampling, convenience or accidental sampling, quota, and the snowball sampling procedure (Creswell, 2017; Creswell, 2007).

Given that the study relies on quantitative research approach and is guided by the positivists' philosophy, the researcher employed probability sampling techniques. Specifically, simple random sampling technique was used. The use of simple random sampling presents several advantages to the study. First, biases are reduced when simple random sampling is used (Skare, Bølviken & Holden, 2003). Because the subset of the general population is selected at random, everyone in the vast population set has the same chance of being chosen. In most circumstances, this results in a balanced subset with the best chance of reflecting the broader group (Skare, Bølviken & Holden, 2003).

Sampling Size

The sampling frame was obtained from the organisation, and then random numbers generated from Microsoft Excel using the RANDBTN function for it to be assigned to the frame. After the sampling frame has been

secured, the sample size was estimated using the formula by Fisher, Laing, Stoeckel and Townsend (1998):

N= z^2 pq/d^2

Where:

n= sample size

z= the standard normal deviation, usually set at 1.96 which corresponds
    to the 95 percent confidence level

p= the proportion in the target population estimated to have a particular characteristic set at 0.9

d= degree of accuracy desired, usually set at 0.05

q= 1.0 – p

q=1.0-0.9=0.1

Substituting these into the formula,

$$n = \frac{(1.96)^2(0.9)(0.2)}{(0.05)^2}$$

$$n = \frac{(3.8416)(0.18)}{0.0025}$$

$$n = \frac{0.691488}{0.0025}$$

$$n = 122.976$$

$$n = 123$$

Data Source

In the pursuit of methodological rigor and the generation of first-hand, contextually rich information, this study relies exclusively on primary sources as its data foundation. Primary sources, in this context, refer to the first-hand accounts and responses provided by the study participants—individuals directly engaged in the selected facilities within the hospitality industry in

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Elmina. This deliberate reliance on primary data is grounded in the recognition that first-hand perspectives and experiences of those immersed in the workplace environment are essential for capturing the nuances and intricacies of the research inquiry.

Data Collection Instrument

Questionnaires were utilised for data collection. The questionnaires were structured into four parts. The first part focused on gathering demographic data from the respondents, including their age, years of working experience, gender, marital status, religion, and highest educational attainment. The second part comprised questions related to WPV. The respondents were asked about their experiences with bullying, ostracism, sexual harassment, verbal abuse, as well as acts that threatened, intimidated, and embarrassed employees. The responses for this section were dichotomised as either "yes" or "no." The third section delved into exploring the factors that influenced employee turnover intentions (ETI).

The final segment of the survey comprised the Turnover Intention Scale (TIS) developed by Roodt (2004), which pertained to the second research query and aim. The TIS was initially formulated by Roodt in an unpublished document in 2004, and subsequently disseminated in the literature by Jacobs and Roodt (2007). Jacob and Roodt (2007) reported a Cronbach's alpha coefficient of 0.913 for their survey, indicating a high level of internal consistency and reliability. In their study, Martin and Roodt (2008) discovered a substantial dependability rating of 0.93. Upon analysing the data, it can be inferred that a higher score is indicative of an increased probability of TOI, as stated by Taboli (2015).

The TIS was first introduced by Roodt in 2004, comprising of 14 items and evaluated through a 5-point Likert scale as reported by Martin and Roodt in 2008. Jacobs and Roodt (2007) included in their research an enhanced version of the TIS, consisting of 15 items rated on a 5-point Likert scale, to forecast the TOI of skilled nurses. Bothma and Roodt (2013) subsequently introduced TIS-6, a streamlined iteration of the scale that comprises six items extracted from the original 15-item scale (Bothma & Roodt, 2013). In this study, the six-item version was employed.

Measures

This section is concerned with discussing the outcome or dependent variable, and the exposure or independent variable in this study.

Outcome variable

The outcome variable in this study was employees' turnover intention. Turnover intention was measured using Roodt's (2004) six-item scale which is measured on a five-point Likert scale. The questions contained in the scale include the following: *"How often have you considered leaving your job?"; "To what extent is your current job satisfying your personal needs?"; "How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?"; "How often do you dream about getting another job that will better suit your personal needs?"; "How likely are you to accept another job at the same compensation level should it be offered to you?";* and, *"How often do you look forward to another day at work?".*

Explanatory variable

The key explanatory variable in this study was workplace violence. WPV was operationalised as including the experience of physical (being hit or

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slapped), emotional (being verbally abused or intimidated or threatened) or sexual violence (sexual harassment, unwelcomed sexual advancements) (Boafo, Hancock & Gringart, 2016).

Covariates

In this study, a combination of socio-demographic and work-related factors were selected as covariates. For the socio-demographic characteristics, the following variables were included: gender (male and female), age, rank, years of experience, type of employment and level of education. Age was categorised with three response categories, namely: <25 years, between 25-35 years, and between 35-45 years. Rank was classified as senior staff and junior staff.

Regarding the years of experience, it was categorised as less than a year, between 1-3 years, between 3-5 years, and more than 5 years. For type of employment, it was categorised as either permanent or casual while level of education was categorised as no formal education, secondary (i.e., middle school, JSS, JHS and SHS), and tertiary. The work-related covariates were perceived organisational support, socio-economic factors, employee relationship with management, and perceived work environment conditions.

Test for Reliability

The reliability of the study instrument was tested using Cronbach Alpha in STATA Version 14. The Cronbach Alpha enabled the researcher to assess Internal consistency of the study instrument. According to Cortina (1993 as cited in Taber, 2017), alpha greater than 0.70 is considered sufficient to assume the reliability of the study instrument. Therefore, in this study, an alpha greater than 0.70 was regarded as having sufficient internal consistency

whereas alpha level less than 0.70 was regarded as having insufficient internal consistency, hence, further work will be needed to improve the reliability of that instrument.

Data Collection Procedures

The study utilised a survey as the data collection method. The study instrument was imported into Kobo Collect, which served as a computer-assisted personal interviewer software. This enabled the researcher to easily reach the study participants. A request was made by the researcher for a list of the total employees at the organisation. Subsequently, random numbers were generated to select the study participants.

Once this selection process was completed, the researcher visited the respective study sites to distribute an information sheet and an informed consent form. The information sheet contained comprehensive details about the study, including its objectives, duration, estimated survey completion time, potential benefits, discomforts and risks, compensation statement, data collection mode, affirmation of participant autonomy, and the importance of confidentiality, anonymity, privacy, and voluntary participation. Additionally, the information sheet provided contact information for further inquiries.

The prospective study participants were asked to carefully read the terms of the study, and if they agreed to participate after reading and understanding the issues, they were required to append their signature on the informed consent form. Once completed, the informed consent forms were returned to the researcher, enabling them to determine the total number of participants who had agreed to take part in the study. Subsequently, the researcher sent the survey link through Kobo Collect to the participants,

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allowing them to complete the survey. The completed surveys were downloaded from the server using the internet and exported into a Microsoft Excel sheet. Later, the data were imported into SPSS and STATA for further data management and analysis.

Data Processing and Analyses

The data collected was encrypted with password to prevent third-parties from having access to the data. The data was then entered into SPSS version 23 and then exported to STATA version 14 for analysis since I am familiar with the STATA software. Frequencies and percentage were presented in tables and charts (for objective 1 and 2). Binary logistic regression was used to determine the predictors of workplace violence (i.e., for objective 3 and 4). The findings were reported in odds ratio (OR) with the corresponding 95 percent confidence interval at a 0.05 significance level. All the assumptions behind the use of the statistical methods were tested and discussed accordingly. Where there are violations to the statistical method, the appropriate measures were taken to remediate the situation and facilitate the data analysis process.

Ethical Considerations

The study followed the strictest code of ethics as described in the Declaration of Helsinki. The School of Business provided an introduction letter that was sent to the study site to seek approval to conduct the study there. All respondents were briefed about the goals and objectives of the study as well as the methods to solicit data from them. This helped in gaining informed consent from the respondents. Confidentiality, privacy of information and anonymity were assured to ensure that there is no personal

information to link the data to the respondents. Also, as a matter of ethics, data collected were encrypted with a password to prevent third party access to the data.

Chapter Summary

This chapter provides a comprehensive guide to the systematic approach employed in investigating the association between WPV and employees' turnover intentions in the hospitality industry in Elmina. The chapter began by acknowledging the diverse methodological paradigms available in research, with a particular focus on the quantitative approach selected for this study. Additionally, details of the research design, study area, population, sample size and procedures, data source, data collection instrument and procedures, and analyses were provided.
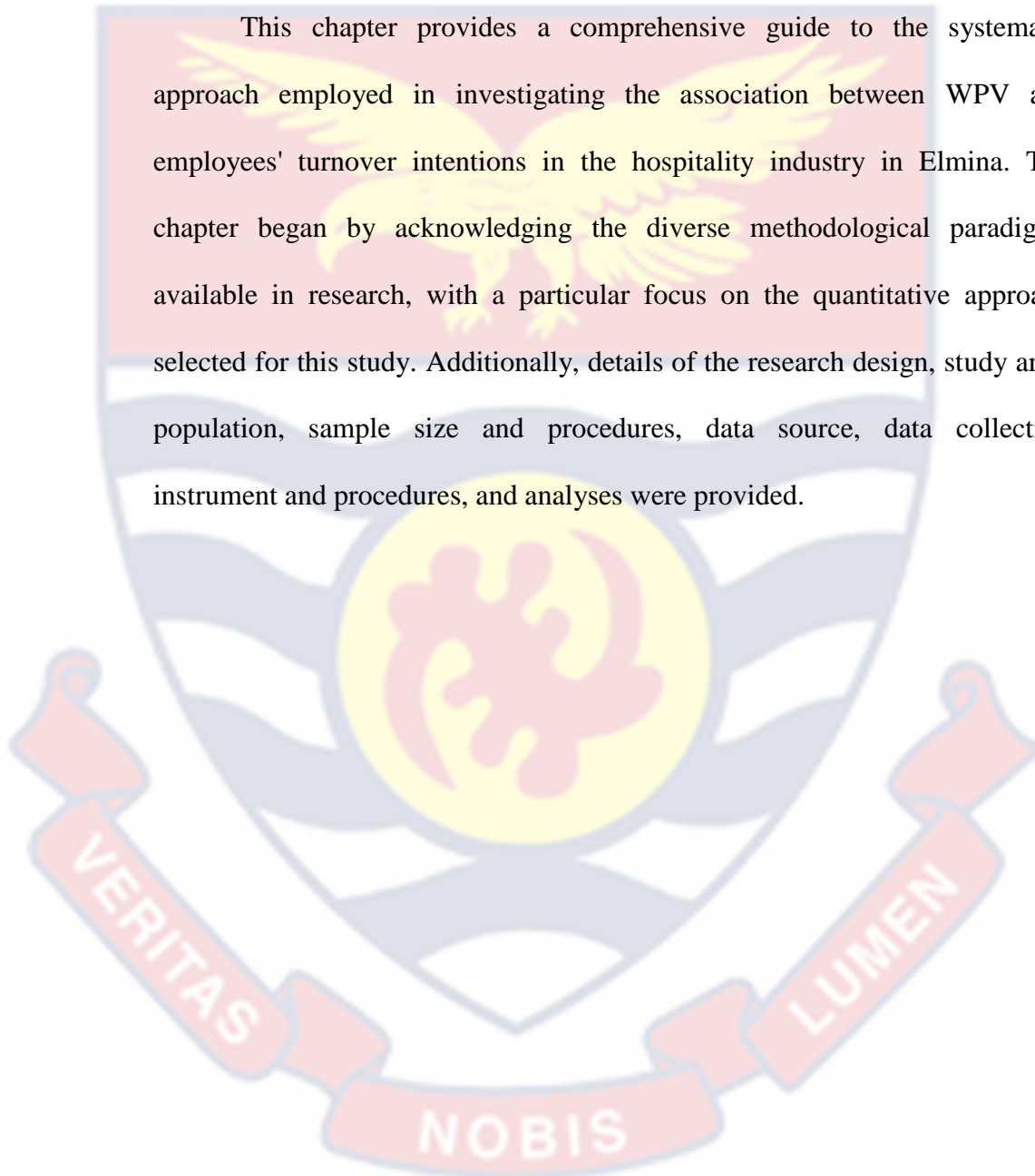
CHAPTER FOUR

RESULTS AND DISCUSSION

Overview

This chapter presents the results from the analyses. The results are presented in tables. Each descriptive result is presented with its corresponding frequency and percentages. Results from the bivariate and multivariate logistic regression are presented with their crude odds ratio (COR) and adjusted odds ratio (AOR), as well as with the corresponding 95% confidence interval. The results are further discussed, and compared with previous empirical literature.

Background Characteristics of the Respondents

There was an 84.55% response rate. The study sample consisted of 104 participants, of whom 47.12% were male and 52.88% were female. Most of the participants were aged between 25 and 35 years (59.62%), followed by those aged less than 25 years (21.15%) and those aged between 35 and 45 years (19.23%). Most of the participants were junior staff (89.42%), with only 10.58% being senior staff. The distribution of years of experience was even, with 42.31% having 1-3 years of experience, 26.92% having more than 5 years of experience, 23.08% having 3-5 years of experience, and 7.69% having less than a year of experience. Many of the participants were employed on a permanent basis (60.58%), while the rest were casual employees (39.42%). Most of the participants had secondary education (60.58%), followed by those with tertiary education (37.50%) (see Table 1).

Table 1: Background characteristics of respondents

Characteristic	Frequency (n)	Percentage (%)
Gender		
Male	49	47.12
Female	55	52.88
Age		
<25 years	22	21.15
25-35 years	62	59.62
35-45 years	20	19.23
Rank		
Senior staff	11	10.58
Junior staff	93	89.42
Years of experience		
Less than a year	8	7.69
1-3 years	44	42.31
3-5 years	24	23.08
More than 5 years	28	26.92
Type of employment		
Permanent	63	60.58
Casual	41	39.42
Education		
No formal education	2	1.92
Secondary	63	60.58
Tertiary	39	37.50
Total	**104**	**100**

Source: Fieldwork (2023)

To examine the prevalence of WPV in the hospitality industry

Table 2 shows the prevalence of workplace violence among the respondents. The proportion of employees who had experienced physical violence 3.85 percent while sexual violence was 7.69 percent. Emotional violence was the most reported violence experienced at the workplace (18.27%).

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Table 2: Prevalence of workplace violence

Type of workplace violence	Frequency (n)	Percentage (%)
Physical violence (being hit or slapped)		
No	100	96.15
Yes	4	3.85
Emotional violence (verbal abuse and intimidation)		
No	85	81.73
Yes	19	18.27
Sexual violence (sexual harassment and unwelcomed sexual advances)		
No	96	92.31
Yes	8	7.69

Source: Fieldwork (2023)

The present study sheds light on the prevalence of workplace violence (WPV) within the selected hospitality facilities. The study found a relatively low occurrence of WPV among the participating establishments. Specifically, the predominant form of WPV experienced by the participants was emotional violence, which aligns with the findings of a prior study conducted by Duan and colleagues (2019) that also highlighted verbal abuse as the most prevalent type of WPV among employees.

Comparing the observed proportions of WPV indicators in this study with those of previous research, it is evident that the prevalence rates were significantly lower. For example, the study reported a relatively low incidence of sexual violence, with only 7.69% of participants experiencing such acts. This figure is notably lower than the 45.9% reported in a similar study conducted in Ethiopia (Worke et al., 2022). Furthermore, another study conducted in Ghana by Mensah (2022) found a prevalence rate of 33% for

sexual violence, which further emphasizes the lower occurrence of this form of WPV in the present study.

Although the proportion of physical violence among employees in the current study was relatively low, it is important to note that it was higher than the rates reported by Duan et al. (2019). This indicates that physical violence, while relatively less common than emotional violence, still poses a concern within the hospitality industry.

The low prevalence of workplace violence (WPV) in the selected hospitality facilities indicates that the industry has made progress in creating a safer work environment. Nevertheless, the existence of some level of violence in the industry is a threat to the wellbeing of employees. This implies that the workplace is supposed to be a safe space and arena for productivity has inherent conditions that facilitates the perpetuation of violence against employees. The findings, thus, underscore a need for targeted interventions. Employers should prioritise training programmes and policies that address emotional abuse, promote respectful communication, and foster a supportive workplace culture. Additionally, it suggests that clear protocols and policies on sexual harassment would be necessary to further reduce the prevalence of sexual violence against employees in the hospitality industry.

To examine the prevalence of employees' turnover intentions in the hospitality industry

The second objective of this study was to examine the prevalence of ETI within the selected hospitality facilities. Results for this objective is shown in Figure 3 which indicates that there was a high turnover intention

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(53.85%). This implies that there is a moderately high turnover intention among employees in the hospitality industry.
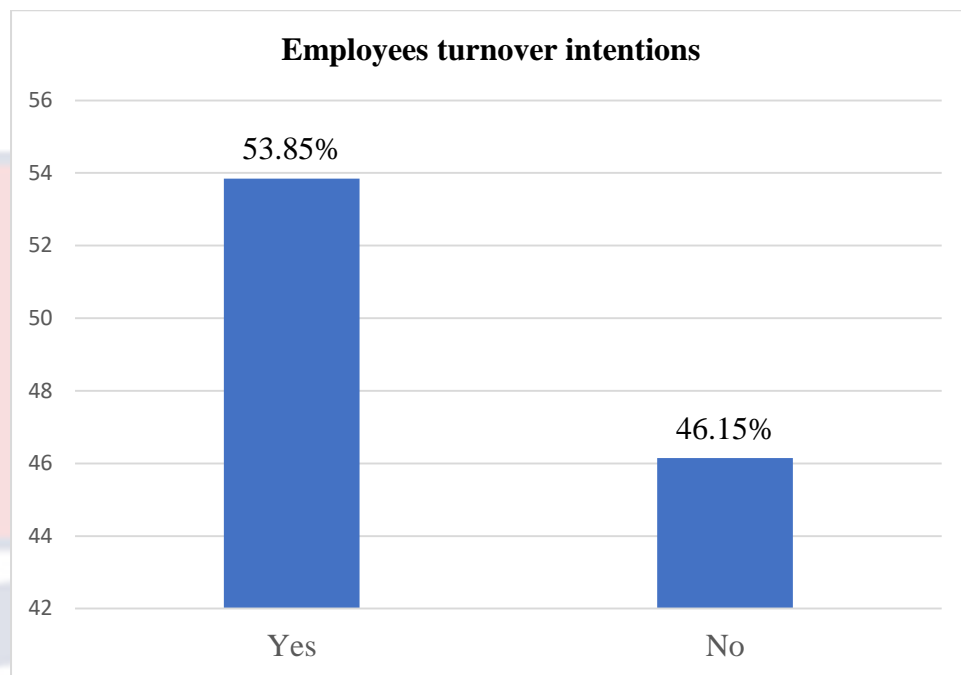
Figure 3: Distribution of employee turnover intention
Source: Fieldwork (2023)

It is indicative that there is a high turnover intention (53.85%) among employees in the selected hospitality facilities. The result is higher than when compared to an earlier study conducted in Turkey (Alvarez, Hatipoğlu, İnelmen & Ünalan, 2012) that found ETI to be 21.9% in the hospitality industry. However, the finding aligns with Asimah (2018) study that reported a high turnover intention rate (70.31%) among employees in the hospitality industry. The results may be explained by the effects of organisational factors, socio-economic conditions, and the quality of employee relationship with management as evidenced in the chi-square results.

Moreover, the high turnover intention rate signals a need for hospitality establishments to develop and implement effective employee retention strategies. This may include measures to improve job satisfaction,

enhance work-life balance, provide opportunities for career growth and development, and foster a positive and supportive work environment (Prasetyo, Ariawan & Ariyanto, 2021; Shah, Csordas, Akram, Yadav & Rasool, 2020; Wang & Wang, 2020).

Distribution of ETI across the various explanatory variables

The researcher proceeded to examine the distribution of having experienced ETI across the various explanatory variables (see Table 3). None of the socio-demographic characteristics (i.e., gender, age, years of experience, type of employment and rank) demonstrated significant differences. However, the highest proportion of ETI was observed among those aged 25-35 years (62.5%), both males (50%) and females (50%), junior staff (92.9%), those with permanent employment (66.1%), and those with 1-3 years' experience (41.1%). However, education level showed a marginally significant association (X^2=2.41), with secondary education having the highest percentage of ETI (62.5%).

In terms of WPV experienced, emotional violence (X^2=13.55) and sexual violence (X^2=10.11) showed significant associations with ETI. Participants who experienced emotional violence had a higher percentage of ETI (94.6%). Among the organisational and socio-economic factors, perceived low organisational support (X^2=17.49) and unsupportive socio-economic conditions (X^2=14.09) were significantly associated with higher ETI percentages. Additionally, an unhealthy employee relationship (X^2=10.92) showed a significant association with a higher ETI percentage (67.9%).

Table 3: Distribution of ETI across the various explanatory variables

Variables	ETI (Yes) n	ETI (Yes) %	Chi-square value
Gender			0.41
Male	28	50.0	
Female	28	50.0	
Age			
<25 years	9	16.1	1.96
25-35 years	35	62.5	
35-45 years	12	21.4	
Rank			1.51
Senior staff	4	7.1	
Junior staff	52	92.9	
Years of experience			0.21
Less than a year	4	7.1	
1-3 years	23	41.1	
3-5 years	13	23.2	
More than 5 years	16	28.6	
Type of employment			1.53
Permanent	37	66.1	
Casual	19	33.9	
Education			2.41
No formal education	0	0.0	
Secondary	35	62.5	
Tertiary	21	37.5	
Physical violence			**4.85*****
No	56	100	
Yes	0	0	
Emotional violence			**13.55***
No	3	5.4	
Yes	53	94.6	
Sexual violence			**10.11***
No	56	100	
Yes	0	0.0	
Organisational factors			**17.49***
High perceived organisational support	19	33.9	
Low perceived organisational support	37	66.1	
Socio-economic factors			**14.09***
Supportive socio-economic conditions	19	33.9	
Unsupportive socio-economic conditions	37	66.1	
Employee relationship with management			**10.92***
Healthy employee relationship	18	32.1	
Unhealthy employee relationship	38	67.9	
Work environment condition			0.37
Unsupportive work environment	29	51.8	
Supportive work environment	27	48.2	

***$p \leq 0.05$; *$p \leq 0.001$

Source: Fieldwork (2023)

Consistent with a cross-sectional study conducted in Nigeria (Adebiyi, Omolayo, Akinkuotu & Akinyemi, 2020), this study found that there is no significant difference in the turnover intentions of employees, irrespective of being male or female. The absence of a significant gender difference in turnover intentions challenges traditional assumptions regarding gender-related disparities in employee retention.

One plausible explanation for these results could be the changing social and organisational dynamics, which have led to increased gender equity and equal opportunities in many workplaces (Chung & Van der Lippe, 2020; Kossek, Su & Wu, 2017). Additionally, the influence of individual factors, such as job satisfaction, organisational commitment, and work-life balance, may overshadow any gender-based effects on turnover intentions. Nonetheless, the result from the study is inconsistent with Adebiyi et al.'s (2020) that found statistically significant differences in ETI across the different age categories.

Perceived Factors Influencing ETI

The results from Table 4 indicate the perceived factors influencing employee turnover intentions. In terms of organisational factors, 52.88% of the respondents reported high perceived organisational support, while 47.12% reported low perceived organisational support. Regarding socio-economic factors, 50.96% of the participants mentioned there was supportive socio-economic conditions, while 47.12% cited unsupportive socio-economic conditions. In relation to employee relationships, 47.12% described the existing employee relationships as healthy, whereas 52.88% indicated unhealthy employee relationships. When considering work environment

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conditions, 49.04% expressed unsupportive work environments, and 50.96% reported supportive work environments.

Table 4: Perceived factors influencing employee turnover intentions

Variables	Frequency (n)	Percentage (%)
Organisational factors		
High perceived organisational support	55	52.88
Low perceived organisational support	49	47.12
Socio-economic factors		
Support socio-economic conditions	53	50.96
Unsupportive socio-economic conditions	49	47.12
Employee relationship with management		
Healthy employee relationship	49	47.12
Unhealthy employee relationship	55	52.88
Work environment condition		
Unsupportive work environment	51	49.04
Supportive work environment	53	50.96

Source: Fieldwork (2023)

To assess the association between WPV and ETI

All three types of workplace violence (physical, emotional, and sexual) are negatively correlated with ETI (see Table 5). These correlations are statistically significant, suggesting that as the instances of workplace violence increase, employees are less likely to consider leaving their jobs. This is further reflected in the regression analysis which revealed that employees who experienced WPV had significantly reduced odds of turnover intentions (AOR = 0.12, 95% CI = 0.24-0.63) (see Table 4.6).

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Table 5: Correlation between WPV and ETI

Type of WPV	Correlation coefficient	p-value
Physical violence	-0.22	0.0276
Emotional violence	-0.36	0.0002
Sexual violence	-0.31	0.0013

Source: Fieldwork (2023)

This study revealed that WPV was significantly associated with ETI. However, it was surprising to note that the direction of the association was inverse. This implies that as employees experience more WPV, their likelihood of having intentions to quit one's job reduces. The study was guided by the Affective Emotions Theory which postulates that emotions can be triggered by both work-related and non-work-related events, and that the intensity, frequency, and duration of these emotions can vary depending on the event and individual factors (Christensen, Wilson & Hansen, 2022). Therefore, in the context of this study, WPV is an event that triggers emotions such as dissatisfaction. Hence, it is expected that those who had experienced WPV would want to escape this bubble of unsupportive emotions. However, the data from this study shows contrariwise.

Evidence from the present study is incongruent when compared to the findings of studies conducted in from China (Kim, Lee & Lee, 2019; Li et al., 2019; Lui et al., 2018), Turkey (Aytac et al., 2016; Özkan, 2021), Brazil (Fontes et al., 2018), Pakistan (Ahamad & Kaleem, 2019), and Ghana (Boafo, 2018; Boafo & Hancock, 2017) that have found a significant association between WPV and ETI with those who exposed to WPV having disproportionately high risk of turnover intentions.

Although the results for the association between WPV and ETI appears to be counterintuitive, the researcher proposes some plausible explanations. First, it is possible that employees who have experienced workplace violence may perceive limited job alternatives or opportunities in the labour market. They might believe that leaving their current job would not necessarily lead to a safer or more desirable work environment elsewhere. In such circumstances, employees may choose to stay in their current positions despite experiencing workplace violence, as they perceive it as a better option compared to potential alternatives.

Another plausible explanation for this result is that employees who have experienced workplace violence receive supportive responses from their organisation when they report incidents. If the organisation takes proactive steps to address the issue, provide assistance, and ensure employee safety, it can foster a sense of trust and loyalty among affected employees. This support may contribute to their decision to stay with the organisation rather than seeking employment elsewhere (Sharif, Bolt, Ahadzadeh, Turner, & Nia, 2021). Essentially, the inverse association between WPV and ETI as observed in this study is an indication that there are other factors that contribute to the turnover intentions of employees.

To examine the role of demographic, socio-economic, and organisational factors on ETI

Other factors were accounted for in the regression analysis. Gender, age, rank, and type of employment did not show a significant association with turnover intentions. However, high perceived organisational support was significantly associated with lower turnover intentions (AOR = 0.21, 95% CI

= 0.07-0.61). Employees who perceived their socio-economic condition as supportive were less likely to have turnover intentions (AOR = 0.71, 95% CI = 0.23-0.63). The results also indicate that employees with unhealthy relationships with their colleagues had significantly higher odds of turnover intentions (AOR = 3.04, 95% CI = 1.10-8.39) (see Table 6).

Table 6: Bivariate and multivariate logistic regression for ETI

Variables	COR	95% CI	AOR	95% CI
WPV				
No	Ref.		Ref.	
Yes	**0.11*****	**0.03-0.41**	**0.12*****	**0.24-0.63**
Gender				
Male	Ref.		Ref.	
Female	0.78	0.36-1.69	0.69	0.23-2.09
Age				
<25 years	Ref.		Ref.	
25-35 years	1.87	0.69-5.02	2.12	0.42-10.68
35-45 years	2.17	0.63-7.44	1.76	0.26-11.73
Rank				
Senior staff	Ref.		Ref.	
Junior staff	2.22	0.61-8.10	1.59	0.42-6.11
Type of employment				
Permanent	Ref.		Ref.	
Casual	0.61	0.27-1.34	1.03	0.31-3.46
Organisational factors				
Low perceived organisational support	Ref.		Ref.	
High perceived organisational support	**0.17*****	**0.07-0.40**	**0.21*****	**0.07-0.61**
Socio-economic factors				
Unsupportive socio-economic conditions	Ref.		Ref.	
Supportive socio-economic conditions	**0.21*****	**0.09-0.49**	0.71	0.23-0.63
Employee relationship with management				
Healthy employee relationship	Ref.		Ref.	
Unhealthy employee relationship	**3.85*****	**1.70-8.69**	**3.04*****	**1.10-8.39**
Work environment condition				
Unsupportive work environment	Ref.		Ref.	
Supportive work environment	0.79	0.36-1.71	0.41	0.14-1.14

***$p<0.05$; AOR: adjusted odds ratio; COR: crude odds ratio: CI: confidence interval

Perceived organisational support (POS) emerged as one of the significant factors that predicted ETI. Specifically, the study found that high POS was associated with lower likelihood of having the intention to quit one's job. This finding corroborates previous studies that have found POS to be significantly associated with turnover intentions. For instance, the results align with a cross-sectional study conducted among nurses in public hospitals in Iran (Sharif et al., 2021) which revealed that organisational support was negatively related to turnover intentions. The observed association between POS and ETI can be explained from the perspective that employees who perceive high levels of organisational support tend to exhibit higher commitment and are less likely to seek alternative employment opportunities (Premarathne, 2015).

The study also reports that employees who had an unhealthy relationship with management were three times more likely to have turnover intentions. The existence of a healthy employee-employer relationship is likely to foster employee involvement, skill development, and performance-based rewards (Obeng, Zhu, Quansah, Ntarmah & Cobbinah, 2021). This would potentially enhance the employees' job satisfaction, and hence, be less likely to have turnover intentions. However, where the employee-employer relation is perceived to be unhealthy and unsupportive, the employee would develop dissatisfaction and a stronger ideation to quit the job. This aligns with SET's premise that negative exchanges or perceived inequities in social relationships can lead to dissatisfaction and a reduced commitment to the relationship (Cropanzano et al., 2017).

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Chapter Summary

This chapter presents crucial findings derived from a comprehensive examination of the association between WPV and ETI in the hospitality industry in Elmina. The study unveiled a notable high turnover intention rate, standing at 53.85%, signifying a significant concern within the industry. Organisational factors played a pivotal role, with 52.88% of respondents reporting high perceived organisational support, a factor that was found to be significantly associated with lower turnover intentions.

Socio-economic conditions emerged as a substantial determinant, as 50.96% of participants cited supportive socio-economic conditions, leading to a decreased likelihood of turnover intentions. Conversely, unhealthy employee relationships were prevalent, with 52.88% indicating such dynamics, and this was significantly associated with higher odds of turnover intentions. Work environment conditions were also influential, with 50.96% reporting supportive environments, while 49.04% expressed unsupportive conditions.

The investigation into demographic variables such as gender, age, rank, and type of employment did not reveal significant associations with turnover intentions. However, the study unearthed critical insights into the impact of perceived organisational support, socio-economic conditions, and employee relationships on turnover intentions. Specifically, high perceived organisational support significantly reduced the odds of turnover intentions, highlighting the importance of organisational support mechanisms.

Furthermore, employees who perceived supportive socio-economic conditions were found to be less likely to entertain turnover intentions, underscoring the interconnectedness of broader socio-economic factors with

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workplace retention. Conversely, unhealthy relationships with colleagues significantly increased the odds of turnover intentions, highlighting the critical role of interpersonal dynamics in influencing employees' decisions to stay or leave.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Overview

This is the final chapter. It involves the key findings of the study, restatement of the research objectives, and discusses their implications. The chapter also provides a concise conclusion that addresses the research questions and offers recommendations for future research or practical applications. It also illuminates the limitations of the study and suggest areas for further research.

Summary of the Study

The Sustainable Development Goal (SDG) 8, established for achieving sustained, inclusive, full, and productive employment for all by 2030 (Ribeiro-Duthie, 2020), faces a significant challenge due to the pervasive issue of turnover intentions. However, in all this discussion in the Ghanaian hospitality context, the nuances that WPV exert in ETI has been missing.

Adopting a cross-sectional study design, this research aimed to address the current gap in the literature by examining the association between workplace violence (WPV) and employees' turnover intentions (ETI) within specific establishments in the hospitality industry located in Elmina. Specifically, the study sought to: (1) Examine the prevalence of WPV in the hospitality industry; (2) Examine the prevalence of employees' turnover intentions in the hospitality industry; (3) Assess the association between WPV and employees' turnover intentions in the hospitality industry; and, (4) Examine the role of demographic, socio-economic, and organisational factors on ETI in the hospitality industry.

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In all, 104 employees from the two hotels participated in the study. Self-administered questionnaires were used to solicit for responses from the participants. The data analyses were done using STATA version 14. Frequencies, percentages, and graphs used were appropriate. A bivariate and multivariate logistic regression was fitted to examine the association between WPV and ETI at a 95% confidence interval. In addition, ethical principles of confidentiality, privacy, autonomy and respect were upheld throughout the study. There was an 84.55% response rate.

Key Findings

Following the analysis of the data, it was revealed that there is a low prevalence of WPV among employees in the selected hospitality establishments. It also revealed that emotional violence was the predominant typology of WPV experienced by employees in the hospitality industry.

This study further shows that there is a high proportion of turnover intention among employees in the hospitality industry. The high turnover intention differed significantly by the employees' perception of organisational support, their socio-economic conditions, and the quality of their relationship with management.

Regarding the main hypothesis of the study, it was revealed that there is a statistically significant association between WPV and turnover intentions of employees in the hospitality industry. However, this association was negative in direction. That is, employees who experienced a higher WPV were less likely to have the intentions of quitting their job.

The study also indicates that employees who had an unhealthy relationship with the management of their hospitality establishment were three

times more likely to have turnover intentions compared to those who had a healthy relationship with management.

Conclusions

In conclusion, although there is a low prevalence of WPV among employees in the hospitality industry, there is a high turnover intention. This is translated to the significant inverse association between WPV and ETI. The findings regarding the low prevalence of WPV among employees in the selected hospitality establishments indicate that the industry has made significant strides in creating a safer working environment for employees. However, it is crucial to remain vigilant and continue implementing preventive measures to further reduce instances of WPV.

Given that emotional violence emerged as the predominant typology of WPV experienced by employees in the hospitality industry, it underscores the importance of addressing and preventing emotional abuse and providing support mechanisms for affected employees. It highlights the need for training programs and policies that promote respectful and supportive work environments.

Furthermore, the findings emphasise the critical role of organisational support and positive management-employee relationships in retaining talent and reducing turnover rates. Importantly, the study highlighted the detrimental impact of an unhealthy relationship between employees and management. This underscores the significance of fostering positive and supportive relationships between employees and management to enhance job satisfaction, organisational commitment, and ultimately reduce turnover intentions.

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Overall, this dissertation provides valuable insights into the prevalence of WPV, turnover intentions, and the interplay between them within the hospitality industry. The findings underscore the importance of creating safe and respectful work environments, promoting organisational support, and fostering positive management-employee relationships to mitigate turnover intentions and retain valuable talent. These findings can inform the development of policies, training programs, and interventions aimed at improving employee well-being and organisational effectiveness in the hospitality industry.

Recommendations

Although the prevalence of WPV was low, the management of the hospitality establishments that participated in the study must prioritise strategies to further reduce its occurrence. This would require the human resource managers of the facilities to conduct periodic trainings on creating a safe space for working. Additionally, the management of the facilities should consider implementing explicit policies and protocols that address WPV.

It is recommended that management of the hospitality establishments should prioritise efforts to foster positive and healthy relationships between employees and management. Encouraging employee voice and involvement in decision-making processes can contribute to a sense of ownership and empowerment, fostering healthier relationships with management. Practically, this can be achieved by creating platforms for employees to express their opinions, ideas, and concerns, such as suggestion boxes, regular team meetings, or employee feedback surveys.

Given that organisational support was significant in predicting ETI, it is imperative for the hospitality establishments to focus on providing adequate support systems for employees, including resources for personal and professional development, fair compensation and benefits packages, and work-life balance initiatives. This can contribute to a positive perception of organisational support and help improve relationships between employees and management.

The findings emphasise the imperative for hospitality management to prioritise the cultivation of positive, supportive relationships with their workforce. Such efforts could involve implementing transparent communication strategies, fostering a culture of open dialogue, and ensuring that employees feel heard, valued, and respected. By addressing the relational dynamics between employees and management, organisations within the hospitality sector have the potential to create a more conducive and satisfying work environment, thereby mitigating turnover intentions and contributing to the overall stability and success of their workforce.

Suggestions for Future Studies

Methodologically, the study was limited as it used only a quantitative approach to arrive at the findings. Also, this was based on a cross-sectional design that does not support the establishment of a cause-and-effect relationship between WPV and ETI. Therefore, future studies should complement the quantitative findings with qualitative research methods such as interviews or focus groups to gain a deeper understanding of the underlying reasons behind unhealthy management-employee relationships and their

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impact on turnover intentions. This can provide valuable insights into the experiences and perspectives of employees and inform targeted interventions.

Also, future studies should consider conducting longitudinal studies to examine the dynamic nature of management-employee relationships and turnover intentions over time. This can provide insights into the causal relationships between these factors and help identify potential intervention points for reducing turnover intentions.

Chapter Summary

This chapter marks the conclusion of the study and provides a summary of the key findings. Additionally, conclusions were drawn based on the findings of the study. This informed the proposition of some recommendations to the two hotels under study.
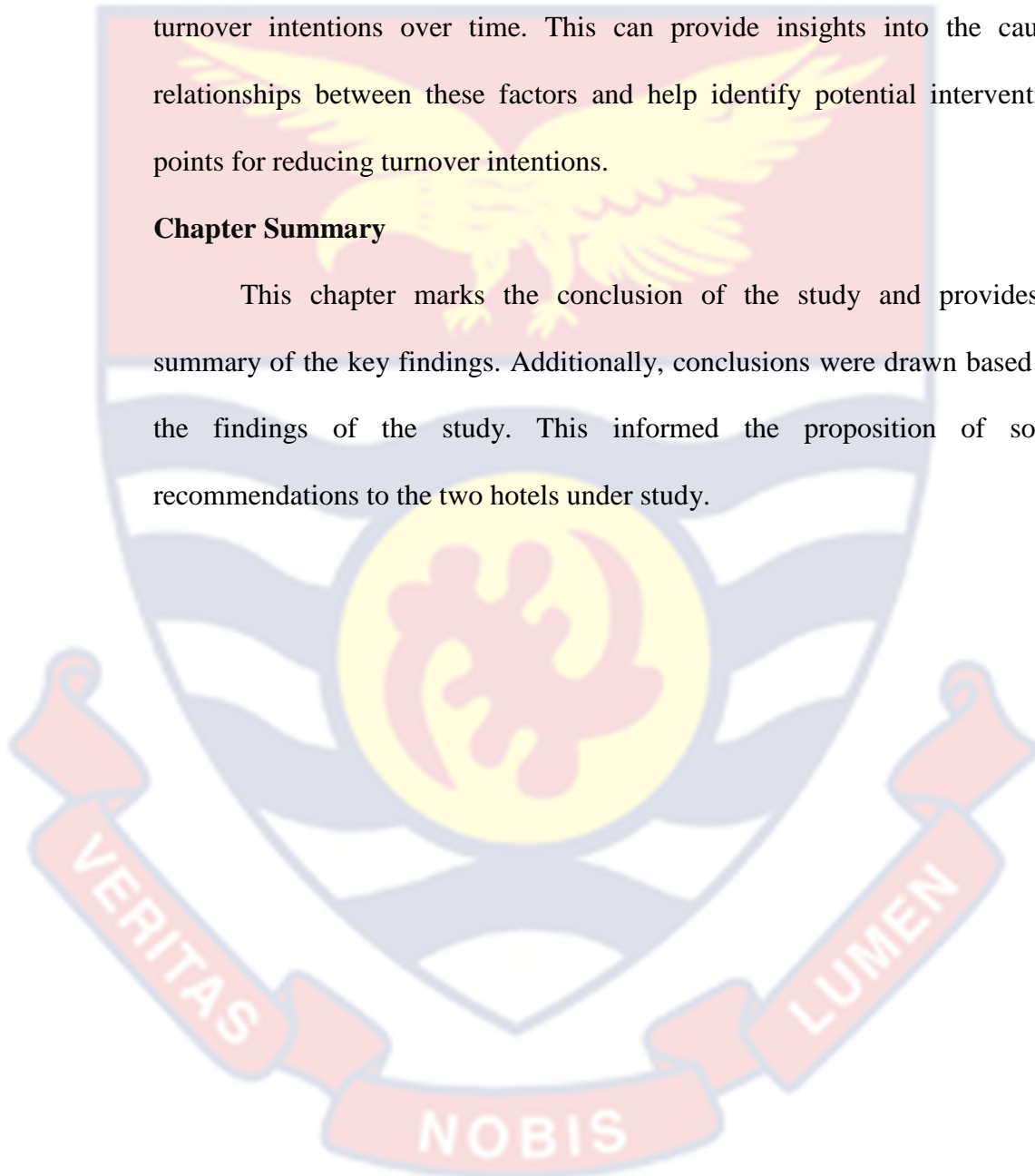
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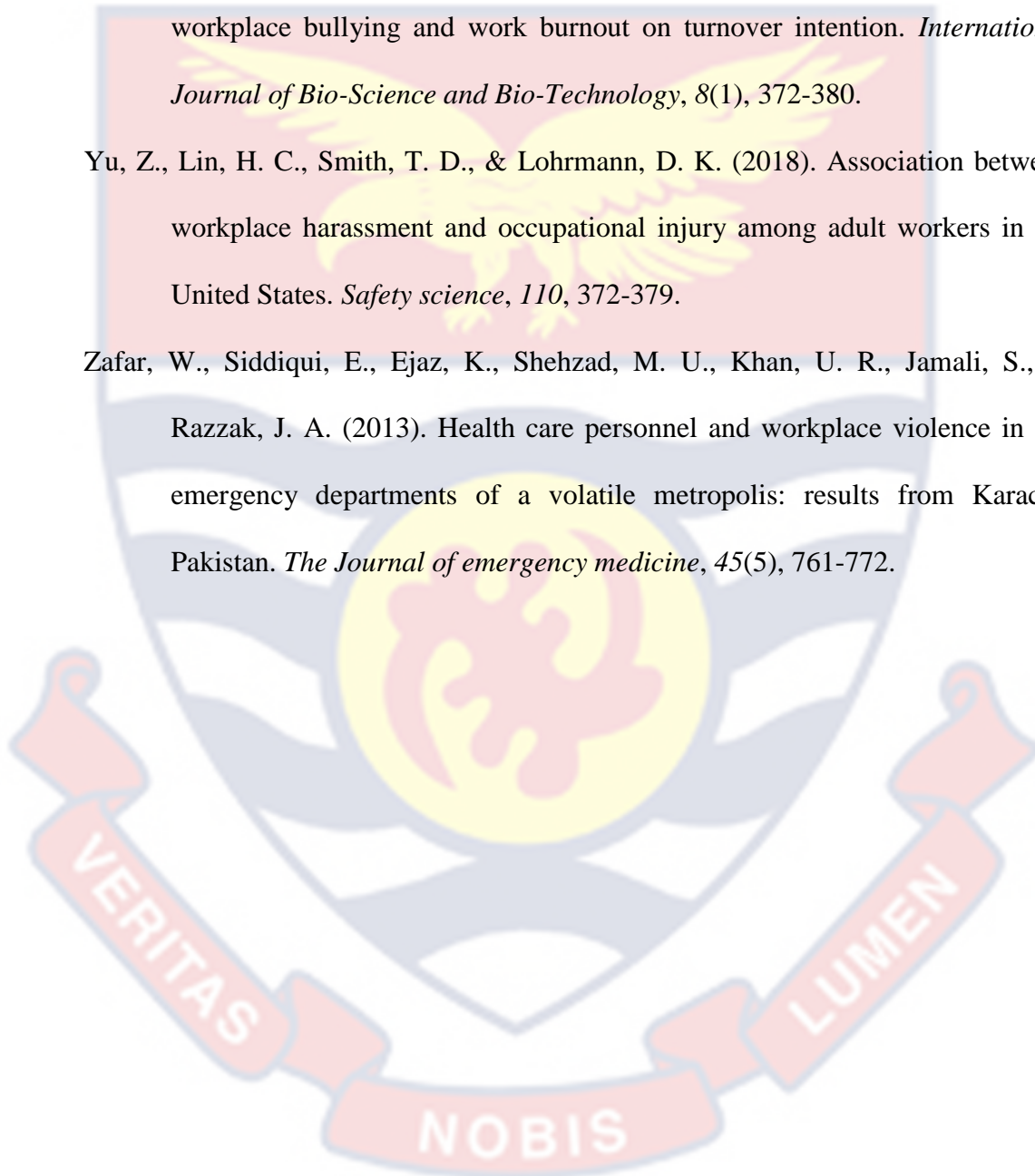
APPENDIX

QUESTIONNAIRE

WORKPLACE VIOLENCE AND EMPLOYEES' TURNOVER INTENTION

IN THE HOSPITALITY INDUSTRY: A CASE OF THE ELMINA BEACH

RESORT AND COCONUT GROVE BEACH RESORT

The purpose of the study is to establish the association between workplace violence (WPV) and employees' turnover intentions in selected facilities in the hospitality industry in Elmina. You are expected to respond to this survey. This questionnaire is estimated to be completed within 25 to 30 minutes. Every information provided here will remain confidential and will be used for the purposes of this research only. None of the information here will be tied to your identity. That is why your name is not required in this questionnaire. I, therefore, entreat you to answer the questions as accurately as much as it applies to you.

Section A: Socio-demographic characteristics	
Gender	[ ] Male [ ] Female
Age	[ ] Less than 25 years [ ] Between 25 and 35 years [ ] Between 35 and 45 years [ ] 45 years and older
Highest level of education	[ ] No formal education [ ] Secondary [ ] Certificate [ ] Diploma [ ] Degree [ ] Postgraduate
Rank	[ ] Senior staff [ ] Junior staff
Years of experience	[ ] Less than a year [ ] Between 1-3 years [ ] Between 3-5 years [ ] More than 5 years
Type of employment	[ ] Permanent

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	[ ] Casual
Income	[ ] <ghs500
	[ ] Between ghs500-ghs1000
	[ ] Between ghs1000-ghs2000
	[ ] Between ghs2000-ghs3000
	[ ] Between ghs3000-ghs4000
	[ ] More than ghs4000

Section B: Experience of workplace violence	
Kindly choose "Yes" or "No" if you have ever experienced any of following issues.	
Physical workplace violence	
Have you ever been hit or slapped by anyone at your workplace?	[ ] Yes [ ] No
Have you ever been physically assaulted or attacked at your workplace?	[ ] Yes [ ] No
Psychological or emotional workplace violence	
In the last 12 months, have you ever been verbally abused at your workplace or because of your work?	[ ] Yes [ ] No
In the last 12 months, have you ever been teased and name called at your workplace or in the course of executing your work?	[ ] Yes [ ] No
In the last 12 months, have you been bullied or mobbed at your workplace or in the course of conducting your duties?	[ ] Yes [ ] No
Sexual workplace violence	
In the last 12 months, have you ever experienced a sexist remarks at your workplace or in the course of executing your duties?	[ ] Yes [ ] No
In the last 12 months, has client or member of your organisation made sexual advancements against you?	[ ] Yes [ ] No

Section C: Factors the Influence Employees' Turnover Intentions

For this section, indicate your level of agreement with the following questions: strongly disagree (SD), disagree (D), uncertain (U), agree (A), or strongly agree (SA)

	SD	D	U	A	SA
There is an opportunity for advancement in the firm					
There is enough firm training opportunity					
There is a harmonious colleague's relationship					
There is good organisational culture in the firm					
Socio-economic factors					
There is a better compensation in the firm					
There is a better benefit in the firm					
The level of education facilities given by the firm is good					
The level of health care facilities given by the firm is good					
Employee relationship with management					

	SD	D	U	A	SA
There is smooth relationship between the employee and the management					
There is less supervision in the firm					
There is no role clarity by management					
Work environment					
Working conditions are not substandard in the firm					
The firm has important facilities such as proper lighting, furniture, restrooms and other health and safety					

Section D: Employees' Turnover Intention

In this section, indicate your level of agreement with the following statements: strongly disagree (SD), disagree (D), uncertain (U), agree (A), or strongly agree (SA)

Question	SD	D	U	A	SA
I often consider leaving my job					
My current job does not satisfy my personal needs					
I am often frustrated when not given the opportunity at work to achieve my personal work-related goals					
I often dream about getting another job that will better suit my personal needs					
I am likely to accept another job at the same compensation level should it be offered to me					
I do not look forward to another day at work					