

UNIVERSITY OF CAPE COAST

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES  
ON STAFF INTENTIONS TO QUIT: A STUDY OF CAPE COAST AND  
ELMINA HOTELS**

BY

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## 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.....

Candidate's Name: EDMOND BLAY NYANKEY

### Supervisors' Declaration

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

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## **ABSTRACT**

Labour turnover is one of the hindrances to expansion and growth in the hotel industry. This study therefore sought to investigate the factors that cause employees in the hotel industry in Cape Coast and Elmina Municipality. Descriptive survey design was adopted; self-administered questionnaires were used to collect information as well as the adoption of systematic sampling. The data was analysed using correlation and regression.

The results showed that the best factors that influence employee's intentions to quit are: lack of training and inadequate compensation package in the hotels in the Cape Coast and Elmina municipality. However, there was correlation between commitment and selection, training, and employee's participation.

The study recommends the following to management of the various hotels: management should provide enough compensation in the form of salary advancement, and allowances; management should organise regular and intermittent training programmes to employees and management should institute clear career path for loyal employees to boost their morale of progress to assume leadership position in the future.

## **ACKNOWLEDGEMENTS**

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## **DEDICATION**

I dedicate this dissertation to my dear wife, Felicia and all my children.

## TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLES OF CONTENTS	vi
LISTS OF TABLES	xi
LISTS OF FIGURES	xi
<b>CHAPTER ONE: INTRODUCTION</b>	1
Background to the study	1
Statement of the problem	4
Research Objective	4
Research questions	5
Significance of the study	5
Delimitation	5
Limitation	6

Definition of terms	6
<b>CHAPTER TWO</b>	
Introduction	9
Theoretical framework	9
Adam's Equity Theory	10
Organisational Justice Theory	15
Distributive Justice Theory	15
Procedural Justice Theory	16
Interactional Justice Theory	16
The impact of organisational justice on HRM	17
Criticism of the organisational justice theory	18
Human Resource Management	18
Human Resource Management Practices	19
Studied variables	21
Mobley's model of intention to quit	27
HRM Practices and Employees Intention to Quit	28
Turnover and quit intentions	29

Factors that influence staff intentions to quit	30
Causes or reasons of turnover	31
Costs or consequence of staff turnover	33
Measures to reduce turnover and intentions to quit	34
Hotel and Tourism	35
Management strategies for addressing staff turnover	39
Conceptual framework	42
<b>CHAPTER THREE: METHODOLOGY</b>	44
Introduction	44
Study area	44
Research design	45
Population	45
Sample size and sampling procedure	46
Data collection instrumentation	48
Pre-test of the instrument	49
Reliability	49
Validity	50



Measurement of studied variables	50
Data collection procedure	51
Data analysis	52
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	54
Introduction	54
Demographic characteristics	54
Selection	57
Training	61
Career planning	64
Compensation	67
Intention to quit	70
Correlation Analysis	73
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS</b>	76
Introduction	77
Summary of findings	77

Demographic characteristics	77
Main factors that affect employees intentions to quit	78
Conclusions	78
Recommendations	78
Directions for further studies	79
References	80
Appendices:	97
Appendix 1. Questionnaire	97
Appendix 2. Introductory letter	101
Appendix 3. Frequency distribution of response to selection factors	102
Appendix 4. Frequency distribution of response to training	103
Appendix 5. Frequency distribution of responses to compensation fact.	104
Appendix 6. Frequency distribution of responses to career planning	105
Appendix 7. Frequency distribution of responses to intentions to quit	106

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
1. Frequency distribution of employees demographic characteristic	56
2. Selection Procedure of Employees	59
3. Training of employees	62
4. Career planning of employees	65
5. Compensation scheme	68
6. Employees intentions to quit	71
7. Nonparametric Spearman's Correlation Analysis	74

## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
1. Adam's Equity Theory	13
2. Organisational Justice	17
3. Conceptual Framework	42
4. Highly Scientific & Rigorous of Selection	60
5. Pie chart showing how extensive of training	63
6. Path of personal advancement	66

7. Adequate Pay	69
8. How often does staff wants to quit	72

## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background to the study**

Employees in service organizations are crucial in the building of service excellence and the success of service organizations depends on the performance of the employees (Wirtz, Heracleous, and Nitin, 2008). A critical issue in service organizations may be how to retain talented and committed employees (Lto and Brotherridge, 2005). Owing to the negative effects of employee turnover, it is critical for managers in service firms to comprehend how to retain service employees.

The hotel sector of Ghana has experienced tremendous growth in recent years. To benefit from growing market, the hotel industry requires right people for the right jobs. To attract, and retain competent employees requires the implementation of resource management practices. Human resource is the only resource when developed, cannot be easily imitated and research has established that ‘people’ are the most valuable asset to organisation (Armstrong, 2006; Duermyer, 2009).

Human capital is the attributes of a person that are productive in some economic context. It is often refers to formal educational attainment

(knowledge), skills, abilities and capability to develop and innovate possessed by an individual. It is the unique capabilities and expertise of individuals. As a result, companies are encouraged to invest in human capital through various means such as education and bonuses for exceptional hard working employees.

Again, according to Bohlander, Snell and Sherman (2001) an organization's competitive advantage depends on the calibre of manpower it possesses, and the success of the organisation increasingly depends on the organisation's people-embodied expertise. A major human resource problem faced by many organizations is that of understanding and managing labour turnover. Labour turnover is defined as the ratio of the average number of employees leaving a particular organization at a particular time and their replacement (Lashley and Chaplain, 1999).

High staff turnover in hotels is a major factor affecting workplace efficiency, productivity, and loss of investment in human capital (Lashley and Chaplain, 1999). High hotel employee turnover continues to be a problem in many parts of the world (Moncarz, Zhao, and Kay, 2009). If people who leave organizations voluntarily are better performers than those who stay, turnover effect lowers the productivity of the remaining workforce (Chalkiti and Sigala, 2010).

The hotel business, an aspect of tourism, is a labour-intensive and quality-driven service industry. The quality of personnel determines the quality of the product served to the customer and therefore the success of the

industry. Also, the competitiveness and productivity of the industry depends primarily on the availability, skill levels and professionalism of its employees.

The tourism industry in Ghana is said to have moved from the sidelines to the centre stage of socio-economic strategies and is emerging as a key component of what is known as non-traditional export sector with potential for foreign exchange, employment and income generation (Akyeampong, 1996). The Central region of Ghana is one of the regions in the country that has over the past years been developing into a centre of the tourism industry in Ghana.

The Central region' of Ghana especially Cape Coast and Elmina have become the hub of tourism development because they possess significant tourism resources of natural, historic 'slave castles', rich cultural background and educational attractions (Jansen-Verbeke, 1988). Both Cape Coast and Elmina played critical roles in the Trans-Atlantic slave trade. During this period of the Slave trade, the castles of these two towns served as dungeons and 'storage places' for the slaves en route to the Americas. Slaves were brought to the castles and kept there to be eventually transported to the Americas.

The hotel industry in Cape Coast and Elmina employs a considerable number of workers, but it is not able to retain a considerable number of them for a lengthy period of time. Turnover has an immediate effect in these customer service-dependent areas. A waiter, hostess, or hotel worker's absence translates into more work for the employees left behind, until a replacement is made. Yet customers must still receive the level of service they expect.

Employee turnover is a problem to this industry because it depletes it of the much needed human resource that is vital in achieving its set objectives.

After a lot of effort has been made in recruiting their personnel and much resource have been spent on their training and development, they leave the establishment for other institutions or jobs. This issue has prompted this study to investigate employee turnover in this sector.

### **Statement of the problem**

Retaining employees is related to the field of employee-turnover management (Lto and Brotherridge, 2005). Labour turnover remains one of the most troubling issues for hospitality businesses (Ghiselli, La Lopa, and Bai 2001, p. 28). Staff turnover in the hotel industry has been investigated in numerous locations especially in the advanced countries such as: Turkey, Cyprus, UK, Australia, USA (Pizam & Thornburg, 2000). Despite these researches, staff turnover is still on its ascendancy and there is scanty or lack of in-depth literature on employees intention to quit and turnover in the hotel industry in the developing countries especially Ghana. Therefore, this study is geared towards identifying human resource management practices which affect employee's turnover and their intentions to quit.

### **Research Objective**

- a) To determine human resource management practices that can influence employees' decision to leave or quit.
- b) To analyse the reasons how employees leave the hotel industry.
- c) To suggest possible solutions to minimize the high rate of intentions to quit and labour turnover in the hotel industry in Cape Coast and Elmina.



## **Research questions**

Based on the problem identified or the aforementioned problem has led to the formulation of the following research questions:

1. What are the human resource practices which affect staff intentions to quit in the hotel industry in the Cape Coast and Elimina Municipality?
2. What are the reasons how employees' leave the hotel industry in Cape Coast and Elimina Municipality?
3. What are the key human resource management practices which can be put in place to eradicate or minimize employee's quit intentions?

## **Significance of the study**

The purpose of this study is to examine the Human Resource Management (HRM) practices in relation to employees' intention to quit. This study will shape management policy on attraction, recruitment, and retention of labour in the hotel industry. It will also contribute to theory of equity since fairness is the key to organisational justice. Management will benefit from the recommendations, since the reduction in labour turnover will indirectly reduce their cost of recruitment, training, and production stoppages. It can also boost employees' level of commitment since job security will be assured.

## **Delimitation**

Non-licensed hotels were excluded. The study was mainly carried out on hotels in the Cape Coast and Elmina Township only, leaving out all other hotels in the Central Region. The research covered only the lodging, and restaurant sectors of the hotels.

The licensed hotels that were used for the study comprised those that had been licensed as at 2009/2010. Thus, it is possible that new hotels might have sprung up and licensed which were not included in this study.

### **Limitation**

The questionnaire was designed based on the Likert style and therefore did not give the management and non-management employees the opportunities of expressing themselves fully. It will therefore make generalization difficult.

There is competition in the hotel industry in Ghana, and therefore, vital and relevant information was difficult to come from employees due to confidentiality and job security.

Data and information storage in the hotel industry in Ghana is a major hindrance. It became clear that the industry did not have an effective and proper way of keeping data, especially regarding its employees. As a result of this, it was very difficult getting accurate information regarding the strength of the workforce in the hotel industry.

### **Definition of terms**

The key terms used in the study are explained thus:

- *Turnover*: the rate at which employees leave the service of an organization without being replaced.

- *Intention to quit*: the intention of an individual to voluntarily leave his or her current job.
- *Hotel*: these are small or large commercial lodging establishments. Some scholars and organizations distinguish hotels from motels. For the purpose of this study, all the lodging organizations (hotels, motels, guest inns and others) will be referred to as hotels.
- *Hospitality organization*: a term usually used to refer to a service organization that provides some form of hospitable service to customers. They include accommodation facilities, food and beverage organizations such as restaurants, chop bars and drinking bars. However, since this study concentrates on hotels, this general term is used to refer to organizations that offer accommodation facilities.
- *Star-rated Hotel*: hotels are usually grouped into classes on the basis of comfort, creativity, the facilities and services available and the overall standard. Several rating systems exist worldwide. The European rating system rates facilities on a scale of one to four (1 – 4) stars. The American Automobile Association (AAA) uses the one to five (1 – 5) diamonds system. In Ghana, all hotels have to be inspected, rated and duly licensed by the Ghana Tourist Board (GTB). After its annual inspection, the GTB rates hotels according to the one-to-five (1-5) star system, with one- star being the minimum standard compliance and five-star being the highest rating. A star rated hotel is therefore, a hotel that has being duly inspected and rated.
- *Tourism industry*: this refers to all firms, organizations and facilities serving the specific needs of tourists (Leiper, 1979). It includes

transportation, hospitality (accommodation, food and beverages sectors), entertainment, communication and support services (travel and tour operators, tour guides), foreign exchange (forex bureaus etc).

- *Environmental factors*: factors considered to influence employee turnover and includes job-hopping and perception of alternative employment opportunities.
- *Work attitudes*: factors considered to influence employee turnover and includes satisfaction (with pay, nature of work, supervision), motivation, organizational commitment.

### **Summary of the chapter**

This chapter gave the background of labour turnover and discussed the problem statement associated with it, the significance and the objective of the study. The next chapter would discuss the literature on labour turnover, its cause, consequences and management strategies to over labour turnover in the hospitality industry.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

This chapter is devoted to a review of relevant related literature concerned with the hotel industry, human resource management, and turnover. It discusses what is human resource management, human Resource management practices, the meaning of turnover, causes of turnover, intention of employees turnover, cost of turnover, hotel and tourism and the concept framework of the study proposed for the study.

#### **THEORITICAL FRAMEWORK**

The theoretical framework for most of the research on the effectiveness of human resource management practices on staff turnover and intentions to quit from the hotel industry linked to popular theories such as: the Adam Smiths' Equity Theory and the Folger and Greenberg Organisational Justice Theory. These two theories have been adopted because fairness, or justice, has been found to be an important factor leading to customer satisfaction in the services industry such as: banking, airline, hotel, IT service, hospitals, and phone service. And when employee perceived that equity and fairness is applied on

all human resource management practices, it reduces quit intentions (Altarawmneh and alKilani, 2010).

### **Adam's Equity Theory (1965)**

Scholars have reasoned that fairness is especially exposed in service industries because the intangibility of service heightens customers' sensitivity to fairness issues. Drawing on equity theory, Carr (2007) proposes that an important set of service evaluations results from a comparison of services received.

Equity theory, also known as justice theory, was developed by John Stacey Adams in 1963 and can be categorized in job motivational theory. It proposes that individuals determine whether the distribution of resources is fair to both relational partners (Brinkmann and Stapf, 2005: p. 26). In organization, the Equity theory of employee motivation describes the fair balance to be struck between an employee's inputs, such as hard work, skill level, tolerance or enthusiasm and an employee's outputs, such as salary, benefits or intangibles issues. Justice is existent, when inputs and outputs are fairly distributed among the participants, whereas the impartial criteria of the situation are less important than the way, how individuals estimate the value and the relevance of the inputs and outputs of the different participants (Brinkmann and Stapf, 2005: p. 26). Thus a highly motivated employee perceives his rewards to be equal to his contributions. He will judge to be treated fairly, when he feels that he is working and being rewarded at about the same rate as his peers. It should be emphasized that factors can affect each person's assessment and perception of their relationship with their relational partners differently; hence every

employee does not measure his contributions in the same way. Employees evaluate the fairness of the procedural justice regarding following criteria (Brinkmann and Stapf, 2005: p. 27):

- i. The procedure must not contradict ethical standards.
- ii. The allocation has to be applied consistently over time and people.
- iii. Decisions have to consider the interest of everyone.
- iv. The person, who uses the procedural method, should not be influenced by self-interest.
- v. The procedural method should contain correction possibility in order to revise decisions, for instance through objection.

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

This theory proposes that a person's motivation or satisfaction is based on what he or she considers being fair when compared to others (Redmond, 2010). As noted by Gogia (2010), when applied to the workplace Equity Theory which focuses on an employee's work-compensation relationship or "exchange relationship" as well as that employee's attempt to minimize any sense of unfairness that might result. Because Equity Theory deals with social relationships and fairness/unfairness, it is also known as The Social Comparisons Theory or Inequity Theory (Gogia, 2010).

“People want to be treated fairly in all facets of compensation, including base pay, incentives, and benefits. This is the concept of equity, which is the perceived fairness of the relation between what a person does (inputs) and what the person receives (outcomes). Inputs are what a person

brings to the organization and include educational level, age, experience, productivity, and other skills or efforts. What a person receives from the organization, or outcomes, are the rewards obtained in exchange for inputs. Outcomes include pay, benefits, recognition, achievement, prestige, and any tangible or intangible reward received.

According to Mathias (2004 pp. 426) “an individual will judge equity in a form of compensation by comparing the effort and performance they give with the effort and performance of others and the rewards those others receive”.

When individuals believe that they have been treated unfairly in comparison with their co-workers, they will react in one of these four ways:

- i. Changing their work inputs to better match the rewards they are receiving.
- ii. Ask for a raise or take legal action.
- iii. Change their perception of the situation or
- iv. Quit.

According to the Adam’s equity theory, workers compare the reward potential to the effort they must expend. Equity exists when workers perceive that rewards equal efforts (See figure 1).





**Figure 1: Adam's Equity Theory (1965)**

When effort gains him a reward which is equal and similar effort and similar reward, then there is equity which enhances a degree of satisfaction. Therefore, employees just do not look at their potential rewards; they look at the rewards of others as well. Inequities occur when people feel that their rewards are inferior to the rewards offered to other persons sharing the same workloads. Employees who feel they are being treated inequitably may exhibit the following behaviours: put less effort into their jobs, ask for better treatment and/or rewards, and find ways to make their work seem better by comparison, or seek transfer or quit their jobs.

### **Criticisms**

The following factors illustrate some of the criticisms with Equity Theory.

- i. The theory lacks detail into certain factors. For example, it offers a variety of strategies for restoring equity but does not predict in detail which option an individual will select (Redmond, 2009).
- ii. Again, when workers are overpaid they do not react and research limitation is that many factors, which are not under administrations, managers, and/or organizations control can lead to

inequity studies were short-term there is no knowledge of long-term reactions to inequity (Redmond, 2009).

iii. Also, the original equity theory, as posed by Adam's, lacks scientific consideration or explanation for different values or lack thereof of equity itself within cultures. Research conducted on the equity theory as it pertains to the eastern cultures found that equality, rather than equity, was preferred (Fadil, Williams, Limpaphayom, & Smatt (2005).

### **Inference:**

It is the responsibilities hotel managers and human resource managers to ensure that equity and fairness take the center stage during recruitment, selection, compensation, and maintain career development programs that are perceived equitably by employees especially in the hotel industry. Greater loyalty, less turnover, and lower intention to quit can enhance higher commitment to achieve organizational performance objectives and overall growth of the organization (Mathias, 2004).

Also, the organization must have policies, procedures, and administrative support systems that are viewed as job-related and are not manipulated by favoritism or personality preferences of managers and supervisors.

Finally, external equity is crucial if the organization is going to compete effectively in the labour market. Increasingly in many labor markets, some employers are finding it difficult to attract and retain a workforce with the necessary capabilities to compete in a global marketplace (Mathias, 2004, pp. 428).

## **Organizational Justice Theory**

According to Folger and Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives and procedural justice which describes the fairness of the procedures used to determine those outcomes.

According to Foster (2010), organizational justice refers to individual perceptions of fairness within organizations. It is reasonable to consider that employee of the organization may develop positive attitudes and behaviours when they are treated fairly. Ultimately, the perception of justice of employees affects their work performance (Suliman, 2007). Ambrose and Schminke (2007) categorized organizational justice into: distributive, procedural, and interactional justice.

### **Distributive Justice**

This is where outcomes are spread evenly and fairly throughout an organization (Stecher & Rosse, 2007). Furthermore, it involves the receiver's views on how their outcome compares to a referent's outcome, the outcome of another employees. Distributive fairness reflects how fair employees in an organization perceive the actual allocation of outcomes they receive to be (Burney, Henle & Widener, 2008). Problems with distributive justice may arise if employees feel something negative cannot be avoided, when everyone cannot receive the same thing or what they each want, and when valuable resources or outcomes are scarce (Chory & Westerman, 2009).

## **Procedural Justice**

Procedural justice deals with the procedures that the organization uses to reach a decision. Cropanzano and Stein (2009) refer to this type of justice as the way in which an organization applies the relevant criteria to arrive at a decision. (Muchinsky, 2000) argued that a decision is procedurally just if it is consistent, “without personal bias”, with as much Accurate information as possible, and with an outcome that could be modified. Consider two individuals, identical in every job relevant aspect. Procedural justice is characterized by the fairness of the processes that are used to determine what outcomes are used, how they are distributed, and to whom the outcomes are given (Cropanzano & Stein, 2009).

## **Interactional Justice**

Interactional justice is the third type of organizational justice and concerns the perception of fairness in procedural treatment of others (Krings and Facchin, 2009). Issues with interactional justice can arise when employees are lied to, judged unfairly and denied privacy or respect (Cropanzano and Stein, 2009). A study suggested that existing individual differences in personality and hostile behaviour influence how individuals react to unfairness in the organization (Krings and Facchin, 2009).

Those who perceive justice in their organization are more probably to feel satisfied with their job and feel less probably to leave and feel more committed to their job (Bakhshi, Kumar and Rani, 2009).

Fatt, Khin, & Heng (2010) reported that the higher the level of employee's perception towards fairness to the means used to determine outcomes (procedural justice) and fairness of the outcomes employees receive (distributive justice) tended to increase the level of employees' job satisfaction, organizational commitment while reduces turnover intention.

Figure 2: illustrates how the three types of organizational justice are intertwined and that supervisors or management should incorporate all the three types of organizational justice whenever human resource management practices are instituted.



**Figure 2: Organizational Justice (Cropanzano, Bowen, & Gilliland, 2007).**

### **The Impact of Organizational Justice on Human Resource Management**

According to Cohen-Charash and Spector, (2001) Organizational Justice has an impact on fostering employee organizational citizenship behaviours. Several studies have found that justly treated employees are more likely to comply with workplace policies, show extra conscientiousness, and behave

altruistically toward others (Cohen-Charash & Spector, 2001). Indeed, workers tend to tailor their citizenship behaviours carefully, doling them out to those groups or individuals who have treated them justly and withholding them from those who have not.

Despite these advantages of instituting effective HR practices, increasingly, employees are being used as “walking billboards” (Nickson, Warhurst, & Dutton, 2005). Managers therefore have to be concerned about hiring and retaining those employees who are motivated to perform the emotional, aesthetic, scripted, and voluntary acts that are such an important part of service.

### **Criticism**

Traditionally, there are four dimensions of service fairness (Cohen-Charash and Spector, 2001): distributive fairness, procedural fairness, interpersonal fairness and informational fairness. One of the critiques to the existing dimensions of fairness is that it neglects the fact that people might perceive fairness not only in terms of the specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outputs.

### **Human Resource Management**

Storey (1995, p.5) came up with one of the initial definitions of human resource management: “Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage

through the strategic deployment of a highly committed and capable workforce using an array of cultural, structural and personnel techniques”.

Again, according to Armstrong (2006, p.1) human resource management (HRM) can be defined as a “strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives”.

### **Human Resource Management Practices**

HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals (Altarawmneh and alKilani, 2010). Human resource management practices are able to provide an organization with a competitive advantage in a working environment.

By adopting the best practices, commitment from employees results in increasing organisational performance, productivity and profitability (Nickson, 2007). Besides that, the intention of employees to leave the industry will also decrease (Chang and Chang, 2008; Mudorand Tooksoon, 2011).

If human resource management mechanisms do not work effectively and efficiently, an employee will lack commitment and loyalty toward the organization. Lack of trust to business causes the demoralization of employees (Ennew, Banerjee, & Li (2000) claim that satisfied employees do not display a quitting intention.

HRM practices may differ from one organization to another and from one country to another. Several attempts have been made from time to time by different researchers to identify the type of HRM practices in different sectors. In meta-analysis of 104 articles, Boselie, Dietz and Boon (2005) identified 26 human resources practices including;

1. Training and development
2. Contingency pay and rewards
3. Performance management
4. Recruitment and selection
5. Teamwork and collaboration
6. Direct participation (empowerment, suggestion schemes)
7. Good wages (high or above market pay)
8. Communication and information sharing
9. Internal promotion
10. Job design (job rotation, job enrichment)
11. Autonomy (decentralized decision-making)
12. Employment security
13. Benefit packages
14. Formal procedures (grievances)
15. Human resources planning (career development/succession planning)
16. Financial participation (employee stock, employee shares)
17. Symbolic egalitarianism
18. Attitude survey
19. Indirect participation (unions)



20. Diversity and equal opportunity
21. Job analysis
22. Socialistic induction and social activities
23. Family friendly policies and work-life balance
24. Employee exit management (downsizing)
25. Professional effectiveness of the human resources department
26. Social responsibility

### **Studied variables**

After reviewing the relevant literature, the focus of this study includes recruitment and selection, training, compensation, and career planning. These practices are the top four practices as suggested by Boselie, Dietz and Boon (2005). In addition, these practices were chosen not only because they relate to human resources policy but they also relate directly to the employee's daily experiences and perception.

### **Recruitment and Selection**

Both recruitment and selection are important in order to retain employees and both processes are interrelated. Recruitment is a process used to attract a pool of job candidates and the most suitable person for the job requirements will be selected and shortlisted. The process usually starts with the production of the specifications based on the job description and end with the appointment of the successful applicant (Boella and Turner, 2005).

According to Appaw-Agbola, Afenyo-Dehlor, & Agbola (2011), the objective of selective hiring activities is to recruit the right people to fill a

vacant position, as unhappy and dissatisfied staff are more likely to leave the organisation which would lead to higher turnover (Cameron et al., 2010). Rioux and Bernthal (1999) revealed that the better the recruitment and selection strategy of an organisation, the better the outcome. Through implementation of effective recruitment and selection strategies, satisfied employees can be retained.

Huselid (1995) stressed that by adopting best practices in selection, inflow of best quality of skill set will be inducted adding value to skills inventory of the organization. Also, the formality of selection process is important not because of government regulation, but also the need to stay competitive, attract and keep good employees (Huselid, 1995).

### **Training**

Training is defined as a planned process which helps to provide on the job experience, and modify the attitudes, skills and knowledge of employees to achieve satisfactory performances while handling their daily task or activities (Boella and Turner, 2005). The main objective of training is to improve employees' performances in the organisation. Three elements that an individual must have in order to effectively carry out their duties are knowledge, skills, and attitudes (Boella and Turner, 2005) which can be developed and improved through effective training.

Various benefits can be obtained through training which includes the improvement of organisational productivity, obtaining investment returns, increasing employee retention and satisfaction, and greater organisation commitment among others (Lashley, 2002).

Chang and Chang (2008) stated that offering training to employees also means giving them the opportunity to learn and increase their efficiency, and professional knowledge.

Chiang, Back and Canter (2005) found that training quality had a positive relationship with effecting job satisfaction and thus increased an employee's intention to stay in the hotel industry. Furthermore, research carried out by Arnett, Laverie, & Mclane (2002) showed that well trained employees had role clarity and showed less role conflict which enhanced job security and job satisfaction. Hence, organisations can train their employees so that their willingness to stay will increase (Chang and Chang, 2008). Therefore, the lack of training opportunities can lead to frustration and will be negatively related to intention to quit.

### **Compensation**

Compensation is one of the principal components of a human resource system, and it is defined as the rewards (monetary and nonmonetary) that employees receive for performing their job (Martocchio, 2001). Monetary compensation includes base pay (which is fixed), pay adjustments (e.g., a market supplement), and incentive pay (which is variable). Nonmonetary rewards include fringe benefits, some of which are legally required (e.g., disability and unemployment insurance).

Studies have shown that there is positive correlation between well-package compensation and employee's loyalty and performance (Brownlee, Berthelsen and Segaran, 2009; Wertfein, Kofler and Stoll, 2009). Direct

financial rewards are cash payments or monetary rewards and have been identified as being an effective incentive for employees to perform efficiently (Milkovich and Newman, 2005). In return this may increase job satisfaction and have a positive impact on employee turnover (Stone, 2005).

In most organization in the global markets, allocating cash incentives to employees can motivate and retain competent employees to achieve organization's goals and objectives (Camilleri, 2007). Employee turnover has been an important issue that spurs many negative consequences to the organizations such as tarnished image, high cost due to re-staffing, re-training and so on (Siong, Mellor, Moore, and Firth, 2007). There are countless studies done to investigate the factors motivating employees to leave organizations voluntarily and most of the studies relate intention to quit to job satisfaction (Park and Kim, 2009; Cohen and Golan, 2007).

According to Namasivayam, Miao, and Zhao (2007), compensation can be divided into direct and indirect. Direct compensation include: salary and pay incentives such as bonuses and profit sharing. Whiles, indirect compensation consists of the benefits given to the employees such as health insurance and unemployment insurance. Pay practice is very important to the organisation as it might help to attract employees to apply for positions. Besides that, high pay practice can retain high quality employees in the organisation (Mudor and Tooksoon, 2011).

One purpose both of direct and indirect compensation is to enhance employees' motivation and attachment to the organization (Appelbaum, Berg,

and Kalleberg 2000). Research has shown that there is an inverse relationship between pay satisfaction, and employee quit intention and turnover.

Enhanced salary growth significantly reduces turnover for high performing employees. In organizations using performance contingent reward systems, high-performing individuals who were well compensated were less likely to quit than those with lower levels of rewards and performance (Williams and Livingstone, 1994).

Compensation should ensure internal equity that is it should be related to relative worth of jobs. External equity should be maintained by paying wages similar to those paid to persons performing similar tasks in other companies. Internal equity should be maintained by paying the employees with similar responsibilities, qualifications and experience similar salaries. However, compensation is affected by demand and supply, ability to pay and cost of living.

### ***Career Planning***

Career planning is a tool that aligns strategy with future HR needs and encourages employee to strive for his personal development (William, Werther Jr, and Davis, 1996). Negative relationships between growth opportunities and intent to quit have been found (Allen, Shore, and Griffeth, 2003). Since growth opportunities signal that the organization recognizes and values the employees' contributions as well as imply future support will be forthcoming, employees tend to stay longer with the organization (Allen, Shore, & Griffeth, 2003). Therefore, organizations may improve their employees' retention rates by enhancing their advancement opportunities.

Huselid (1995) indicated a relationship between HRM practices and the employee turnover rate. It was found that HRM practices including recruitment and selection, compensation and benefit, performance management system, and training and employee involvement have a significant impact on employee turnover.

In addition, a study in the hospitality industry by Cho, Woods and Mayer (2005) suggested that a specific HRM practices can help the organization to boost their bottom line and can reduce the manager's turnover rate as well as increase productivity and sales growth rates.

### **Intentions to quit**

Intention to quit is a manifestation of the actual turnover. Turnover intent is defined as the reflection of "the (subjective) probability that an individual will change his or her job within a certain time period" (Sousa Poza and Henneberger, 2002: p. 1).

Turnover intention is described as a deliberate and conscious consideration to leave an organisation whereas actual turnover refers to the actual termination of an individual's employment with an organisation. Intention to leave is associated with negative work factors such as organisational climate and perceptions of job insecurity (Emberland and Rundmo 2010; Mishra and Bhatnagar, 2010).

According to Firth et al. (2004), intention to quit could explain the level of employees' loyalty to the organizations. Employee's intention to quit

comprises several constructs such as thinking of quitting and intention to search (Carmeli, 2005). Once this feeling strikes one's mind, work withdrawal behaviors such as lateness and absenteeism or job withdrawal behavior like turnover intentions from the job and intent to retire would be portrayed.

An individual's intentions to quit can be described as a psychological response to specific organizational conditions which fall on a continuum of organizational withdrawal behaviours such as: the intention to search for job elsewhere; the intention to quit, and behaviours such as absenteeism, tardiness, and actual turnover (Griffeth, Hom & Gaertner, 2000).

Employees intention to quit and turnover has been an important issue that spurs many negative consequences to the organizations such as: quitting of tacit knowledge and loss of social capital (Zhou, Long & Wang, 2009), attrition increased operation cost and cost on re-staffing, induction and training new staff (Ongori, 2007; Amah, 2009), tarnished image and declining productivity (Park & Kim, 2009; Cohen & Golan, 2007).

### **Mobley's (1977) Model of Intention to quit**

The termination decision process can be described as a sequence of cognitive stages starting with the process of evaluating the existent job followed by the emotional state of satisfaction or dissatisfaction. One consequence of dissatisfaction is to initiate thought of quitting. The next step is the evaluation of the expected utility of search (e.g. desirability of possible alternatives travel or lost work time) and of the cost of quitting (e.g. loss of vested benefits). If perceived possibility of finding an alternative is available and if the costs are not that high, the next step would be behavioral intention to search for

alternatives followed by an actual search. If alternatives are existent, then an evaluation of alternatives will proceed. Afterwards a comparison of the present job to alternatives will follow. If the comparison favours the alternative, then behavioural intention to quit will be stimulated, followed by the final decision to quit (Mobley, 1977: p. 237-239).

### **HRM Practices and Employees Intention to Quit**

There are many potential causes for turnover; sometimes the causes are related to the HR practices of the organization. These include such things as non-competitive compensation, high stress, working conditions, monotony, poor supervision, poor fit between the employee and the job, inadequate training, poor communications, and other organization practices (Mushrush, 2002).

In order to address these issues, organizational leaders need to be aware of the needs and environmental circumstances surrounding their employees. Most high-level managers consider retention of the best employees to be an important part of their long-term business strategy. However, many companies do not have a framework in place to effectively retain their employees (McKeown, 2010).

Commitment of the organization, to the employee, can be expressed through HR practices and impact retention. High commitment HR practices that affect employee commitment include: “staffing, developmental appraisal, competitive and equitable compensation, and comprehensive training and development activities” (Whitener, 2001, p. 517). Considering the substantial



costs associated with turnover, employers need to implement HR practices that reduce turnover as much as possible.

Employee turnover is a major challenge for the organization but the companies implementing effective HRM practices can reduce the rate of the employee turnover. The studies by Abeysekera (2007) which empirically evaluated six HR practices and likelihood impact on marketing executives intention to quit in Sri Lanka, concluded that job analysis, compensation, career development, realistic job information variables were negatively and significantly correlated with marketing executives intention to quit. And the results of the regression analysis HR practices on intention to quit indicated that compensation and job analysis were the strong predictors.

### **Turnover and quit intentions**

Turnover is problematic for the service industry because it affect the quality of products and services, and incurring of considerable replacement and recruitment costs (new workers must be found, trained and integrated into the organisation), thereby acting as an obstacle to increased productivity and efficiency (Johnson, 1981).

Deery and Iverson (1996) examined the employee turnover phenomenon and found that high turnover rates resulted in a concomitant loss of revenue. They also argue that excessive rates of turnover contribute to employee morale problems. Manley (1996) posits the concept of the “subliminal” effects of turnover. These include a lack of recognition from new staff members for

regular guests and the guests who follow favourite staff to another organisation.

Among the reasons advanced for such high labour turnover are the boredom, poor pay and working conditions relating to superannuation (Poulston, 2008).

### **Factors that influence staff intentions to quit**

There are a number of factors that influence staff intentions to quit from the teaching profession. The most common ones includes: demographic factors, individual factors, attitude factors, school factors, community factors, studied variables such as salary and wages, job satisfaction, organizational commitment, opportunity for career advancement, lack of recognitions/perceive status, quality of supervision, working conditions and organizational climate.

The most common human resource management practices when unfairly implemented could lead to perceived intentions to quit are: poor selection procedure, lack of training, inequalities in rewards and compensation, and lack career progression.

Turnover means voluntary cessation of membership of an organization by an employee of that organization (Morrell, Clarke & Wilkinson, 2004). This definition also refers to 'cessation of membership' (Mobley 1982), but it should be acknowledged that from a more institutional or organizational perspective, turnover may also include accession or entry of membership.

Turnover remains one of the most troubling issues for hospitality businesses (Ghiselli, La Lopa, & Bai, 2001, p. 28). The hospitality industry is known to suffer from high turnover rates of staff. According to Krueger

(1991) turnover rate in the USA in 1990 was as high as 300 per cent of non-managerial staff employed in the hospitality industry.

Denvir and McMahon (1992) classified turnover into two general types: involuntary and voluntary. Voluntary turnover means voluntary movement of an employee out of an organisation. It reflects an employee's decision to terminate the employment relationship (that is, voluntary leavers leave on their own volition to further their career or to seek greener job satisfaction elsewhere?) while the involuntary type of turnover reflects an employer's decision to terminate the employee's employment.

### **Causes or reasons of turnover**

Studies have identified a plethora of reasons leading to staff turnover. These reasons have been categorised into three major groups: causes related to the enterprise, to the individual and to the industry (Birdir, 2002; Tourism & Transport Forum of Australia (TTF), 2006). Again, Vaugeois and Rollins, (2007) categorized the causes of labour turnover into push and pull factors. Push factors operate to reduce dissatisfaction (e.g. low financial rewards, monotonous job content, working conditions, and relationships with supervisors) with existing circumstances, and pull factors operate to suggest increased satisfaction arising from a change of circumstances. Reasons for employee departures cited in major research studies, are:

1. Poor employee/manager relationship,
2. inability to use core skills, not able to impact the organization's goals, mission, frequent reorganizations;

3. lack of control over career development or advancement
4. misalignment of employee/organization values,
5. unclear expectations and low diversity,
6. pay satisfaction or benefits
7. low job satisfaction
8. unacceptable working hours,
9. unsociable working conditions
10. the employee's personal aspirations,
11. the culture and management style of the workplace,
12. the nature of the work,
13. low financial returns or comparative remuneration levels (poor pay and working conditions
14. the unavailability of internal promotion opportunities (Beach, 2003; Poulston, 2008; Aksu, 2004; Birdir, 2002; TTF, 2006; McCabe & Savery, 2007; Booth & Hamer, 2006).
15. Lack dexterity or skills
16. Social context e.g. peer relationships, family relationships or labour (Birdir, 2002; Carbery & Garavan, 2003).

Additionally, Izedonmi (1999) summarizes the three broad categories of the causes of labour turnover as:

- (i) Institutional Factors: These factors are made up of the jobs inherent and managerial additional and attitudinal factors to employee.
- (ii) Environment Factors: These factors relate directly to the job condition.
- (iii) Social or Personality Profile Factors: These are those factors, which exist within the individual and have to do with his feelings, emotions, expectations and perceptions.

Milman, (2003) found that major influences on turnover can be found in: the individual's personality (their interests, aptitudes and abilities), the individual's attitude (their morale levels, and opinions they hold on the organisation), biographical details (the individual's family and marital status), personal make up (their age, sex, etc); and. work related issues (working conditions, and workforce characteristics).

Research has indicated that there are several variables related to employees' turnover intentions. For example, Bergiel, Nguyen, Clenney, and Taylor (2009), find that variables such as compensation, supervisory support, employee training, and employees' perceived growth opportunities are all negatively related to employees' turnover intentions.

### **Costs or consequences of staff turnover**

The costs of labour turnover are quite well known. The cost of turnover also varies based on complexity of the jobs, experiences, qualifications, and hotel property types (Aksu, 2004; Hinkin & Tracey, 2008).

Karsan, (2007) classified turnover cost into direct and indirect cost. According to Davidson, Timo, & Wang (2006) suggests that direct costs are

relatively easy to measure, while indirect costs are not so clear-cut and are difficult to quantify.

The costs associated with turnover include:

- i. Disruption to work flow,
- ii. Costs of advertising, recruitment and training (Kleinschmidt, 2009; Munasinghe and Sigman, 2004, p. 217).
- iii. Cost of replacement: A case study of Australian four and five-star hotels', indicate that the cost of turnover indicate that the total labour turnover cost in the 64 hotels was \$49 million per annum (Davidson, Timo, & Wang (2009).
- iv. Intangible costs of loss in productivity. Empirical evidence has shown that lost in productivity resulting from staff turnover may account for more than two-thirds of the total turnover cost (Hinkin & Tracey, 2008; O'Connell & Kung, 2007).
- v. Service quality and, cost associated with loss of skills and inefficiency. As turnover increases, service quality may decline as it takes time and resources to "back fill" departing employees, especially at busy hotels (Lynn, 2002).
- vi. Cho, Woods, Jang, and Erdem's (2006) study conducted within the hospitality sector showed that staff turnover contributed to an employee's emotional instability in their employment.

### **Measures to reduce turnover and intentions to quit**

A number of HRM practices have been suggested as potential solutions for turnover, such as investment in training, offering organisational support, adopting innovative recruitment and selection processes, offering better career opportunities (Walsh & Taylor, 2007; Walters & Raybould, 2007) and adopting measures to increase job satisfaction and commitment (Aksu, 2004). Researchers are increasingly focused on the role of HRM practices, and high levels of labour turnover are seen as mitigating the achievement of broader business outcomes (Cho, Woods, Jang, & Erdem 2006; Sun, Aryee, & Law, 2007). Involvement in recruiting (including advertising), training, induction, growth and skill development, and quality represent a direct cost to the organisation (Hinkin & Tracey, 2006). Another substantial but often-overlooked direct cost is that of hiring a person to cover absent staff, a common practice in businesses expecting a certain degree of turnover (Karsan, 2007).

### **Hotel and Tourism**

Globally, there is now a demand for better quality product when it comes to tourism. Ghana as a country has many breathtaking tourist attractions as a result of its natural resource endowments and also rich cultural heritages. Examples of which are the Cape Coast and Elmina Castles, Kakum National Park and Canopy Walkway, Mole National Park, Paga Crocodile Ponds, Buabeng Fiema Monkey Sanctuary, just to mention but a few (Appiah, 2011).

It is important to note that tourism is hailed in Ghana as the most promising sector of the national economy, currently number three and

expected to become number one and the main foreign exchange earner for the country by the year 2010 due to the ever increasing rate of international arrivals. Ghana's tourism growth rate is between 12% -19% per annum according to the Ghana Tourist Board, 2010. The Integrated Tourism Development Plan (ITDP) which is supposed to span the period 1996 - 2010. The ITDP aims to make tourism Ghana's leading income earner by the year 2020. For instance International tourist arrivals increased from 497,129 in 2006 to 698,069 in 2008 indicating an average growth rate of about 18% per annum. The corresponding receipts also increased from US\$987 million in 2006 to US\$1,403 million in 2008, and contributed 6.3% to GDP ([www.snvword.com](http://www.snvword.com) assessed on 19 August, 2011)

Travelling in today's society is part of people's life. The tourism industry is the world's fastest growing industry. In the 1950s 25 million travelled to a foreign country, and by 2020 it is counted to be nearly 1.56 billion tourist visiting foreign countries (Blom & Nilsson, 2005).

The tourism industry is one of the world's largest single industries, experiencing rapid expansion in recent decades. The number of international tourist arrivals increased from 441 million in 1990 to 763million in 2004 and 903 million in 2007 (WTO, 2008). A vast number of these tourists have lodged in tourist facilities like hotels, motels, camping places and hostels. Among them, the hotel industry forms the largest part of the tourism industry with more than 300 000 hotels worldwide (Bohdanowicz, 2003).

The future growth of the tourism industry will enlarge the pressure on natural, cultural and socio-economic environments of popular destinations.



Although tourism is considered a clean industry, a major source of revenue and gives employment, it can have a tremendously negative impact for the environment and community. Due to these trends more intensified efforts to address sustainable tourism are required (Lansing & De Vries, 2007).

Since the 1950s, when international travels began to be accessible to the general public, the number of tourists has been increasing at an average rate of 7.1 percent per year. In 2007, the number of international tourists reached 900 million. The industry's revenues have also been growing, reaching \$733 billion in 2006 (World Tourism Organization (WTO), 2010). Despite recent, short-term slow down, this positive trend is expected to continue in the near future. According to the WTO, the global tourism industry is expected to grow at an annual rate of more than 6 percent till 2020.

Traditionally, Europe has had the lion share of tourist arrivals. For example, European countries combined share of the global tourism market was 54.4 percent (World Tourism Organization [WTO], 2010). According to WTO (2010), in 2007, the top five countries in attracting tourism were France (79.1million tourist arrivals), Spain (58.5million tourist arrivals), USA (51.1 million tourist arrivals), China (49.6million tourist arrivals) and Italy (41.1 million tourist arrivals). These countries have succeeded in differentiating themselves as attractive destinations for global tourists relative to other countries.

Hospitality organizations are in the relatively unique position of attempting to bridge two worlds – the domestic and the commercial – as they deliver on the service promise Crick and Spencer (2010). Hotels offer their

lodging capacities with the highest possible comfort and quality, without compromise, as lodging is their main source of income (Stipanuk, 2002) and guest rooms occupy between 65% and 80% of the total hotel space (Bohdanowicz, 2003). Hotels often accommodate other activities and services within their facilities such as training events, cultural activities, exhibitions, educational and conference activities, and entertainment.

By definition, the term “hotel” applies to an establishment supplying both food and lodging (Encyclopedia of Columbia University Press, 2006). The first ever hotel was opened in Boston, in the US, in 1829, under name the Tremont (White, 1968). A hotel as a facility provides different services to its customers. Basic services are lodging, food and beverages but it can accommodate all kinds of other activities, such as entertainment, training events, cultural activities, exhibitions, conferences, education, etc.

Hotels are divided into two basic types, which are: full-service and limited-service hotels, depending on the number of services provided. Full-service hotels offer full service around the clock, seven days a week. Hotels with limited-service have no on-premise restaurants and provide only limited guest services.

Hotels constitute one of the main, and still expanding, pillars of the tourism sector because international travel has increased significantly (US Bureau of Transportation Statistics, 2002), In 2007, China was the fourth country in terms of the number of international tourist arrivals (WTO, 2008).

Tourism plays a very significant role in poverty alleviation through income generation, employment and infrastructural development for the local

communities where tourist attractions are located and generate revenue for the government. Tourism is highly labour intensive and a major job creator. It generated around 300,000 direct and indirect employments during the period 2006 - 2008.

Rural tourists seek adventures in agrarian areas with inexpensive accommodations. Therefore, rural tourism is considered as an effective source of income and employment in areas where traditional agrarian industries have been on the decline (Oppermann, 1996). The need for the economic revival of rural areas, combined with the growing interest in rural tourism has increased the potential of tourism as a means for economic growth (Augustyn, 1998). In recent years, the growing importance of eco tourism and the development of infrastructure at attractions, made it necessary to use best practices to manage the impact of the increased number of visitors (Augustyn, 1998).

### **Management strategies for addressing staff turnover**

According to Ye Yang & Wan (2004), retention strategies are more effective if they are targeted at employees who have the greatest impact on core activities within the organization. Strategies must, emphasis the design of professional development programs that consider staff's career progression and team building (Cho, Woods, Jang, & Erdem, 2006). Staff turnover management approaches have now advanced to include knowledge retention strategies, which aim is to create procedures for recording information residing within employees so that the firms benefit even when staff leaves the company (Ye Yang & Wan, 2004).

Income Data Sources (2004) suggested that managers can take two approaches to reducing turnover: (a) change the job and its environment to eliminate negative characteristics, or (b) screen out potential leavers during the hiring processes. Thus, managers should improve recruitment procedures to ensure candidates receive a realistic impression of the company and the job, supporting new recruits during the critical first few weeks in the job, providing clear career paths, support for personal development, considering work-life balance issues, keeping pay in line with appropriate market rates, offering an attractive employee benefits package, creating a pleasant working environment and communicating and consulting effectively with employees.

He further states that given the diversity of factors that can impact on employee turnover, care must be taken not to adopt a 'one size fits all approach', or to make assumptions from the outset about what is driving turnover at a particular department or site. Rather, the problem needs to be analyzed on a department by department basis and the solutions tailored to local circumstances.

Byrnes (2005) notes that there are five essential steps for a company to develop an effective retention strategy:

- i. A corporate values system must be defined based upon the organization's values and vision. These values must guide the company and identify those employees desiring to move in the same direction.
- ii. Trust must be established within all parts of the business. Security comes from trust and trust comes from honesty and

communication. The bottom line is that employees want to know their employer will be straightforward with them. Establish a process for sharing important information related to your business with your employees.

- iii. Assess employee priorities through surveying. The answers will allow an organization to structure effective reward programs, thus increasing employee satisfaction.
- iv. Byrnes recommends doing industry homework. Companies need to understand competitors' compensation and benefit programs. A clearer understanding of what is expected by employees within the industry provides the company the opportunity to increase satisfaction.
- v. Finally, the creation of a compensation and benefit package, supportive of company values and employee needs, is essential.

Mullins (1995), on the other hand, suggested that an organization can theoretically influence turnover by various intervention processes that include employee empowerment, training and orientation, involving employees and providing for staff feedback. Based on the literature reviewed, the following variables were selected for the study: Selection, training, compensation and career planning.

### **Conclusion**

The review of the literature on HRM practices have shown that to effectively manage the human resources the organizations have to implement innovative HRM practices. The organizations which implements such practices with dedication, remains ahead of their competitors because such practices affects

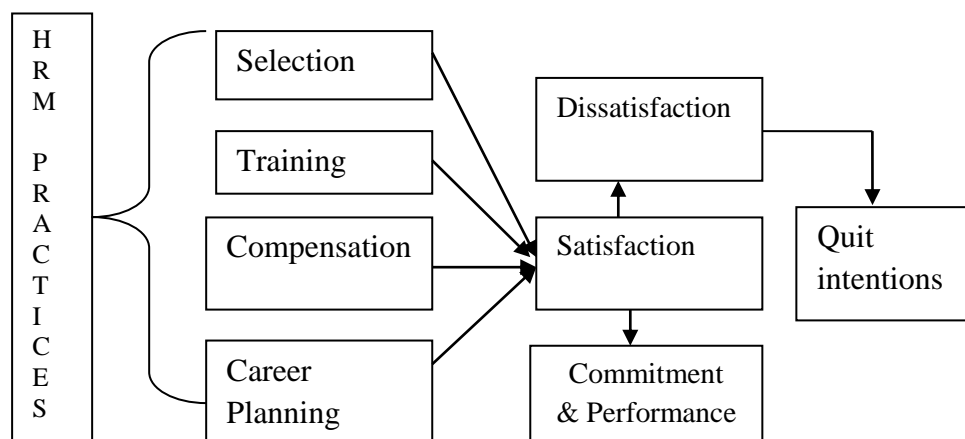
other variables such as competitive advantage, job satisfaction, financial performance, employee turnover, service quality, employee commitment etc. in a positive manner and leads to overall corporate performance.

### Conceptual framework

The conceptual framework of human resource management practices factors that influence employee turnover is depicted in Figure 3. The framework was based on the literature reviewed and the major human resource management practices that influence turnover either positively or negatively were used. It was also based on the modification of Zubair, Tahir & Muhammed, (2009) labour retention model.

Figure 1 depicts the conceptual framework with selected variables of human resource management practices which when not manage properly, may cause labour turnover in the hospitality industry.

### Conceptual framework of the study



**Figure 3: Conceptual Framework (Adapted and modified from Tahir, 2006).**

Research indicates that there are several variables related to employees' turnover intentions. For example, Bergriël, Nguyen, Clenney, and Taylor (2009) find that variables such as compensation, supervisory support, employees' training, and employees' perceived growth opportunities are all negatively related to employees' turnover intentions.

## **Conclusion**

This chapter reviewed the literature relevant to this research. Initially issues of human resource management practices that can lead to quit intentions were examined, and four most common factors were chosen as the studied variables. Again, factors which motivates employees to quit and the repercussion of employees quitting, as well as strategies to minimise intentions to quit have been discussed.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter is concerned with the description of the research design used for the study. It describes the various procedures and processes that were employed to collect the empirical data and the method of analysis employed.

#### **Study area**

The research area covers Cape Coast and Elmina in the Central Region of Ghana. The Central Region of Ghana was selected because it has some of the better well known tourist attractions that serve as the pull factor mainly for international tourists visiting the country. The Cape Coast and Elmina area was selected because it has the most popular tourist attractions in the Central Region and also because the area has the largest number of hospitality facilities. Of the One hundred and twenty (120) licensed hotels in the Central Region in 2008/2009, there were thirty (30) in Cape Coast and ten (10) in Elmina.



## **Research design**

This study is a cross-sectional correlational study which examines the relationship between human resource management practices and intent to quit in the hotel industry at Cape Coast and Elmina. Correlational designs look at relationships between studied variables. This survey is aimed at eliciting information on the factors that account for employee turnover and solutions that would help curb the problem. Babbie (1990) recommends the suitability of the cross sectional design for making generalizations from a sample to a population and also to facilitate inferences to be made about some characteristics, attributes or behaviours. Thus, this design is seen to be the most appropriate to the researcher in undertaking this study.

## **Population**

The target population for the study consisted of all workers in the hotel industry in both Cape Coast and Elmina in the Central Region of Ghana. The accessible population was estimated to be 400 workers in the 40 hotels and guest houses in Cape Coast and Elmina at the time of the study (Hotels Employment Records, 2012). Management implement the human resource management practices whiles the employees are usually susceptible to quit intentions. Thus, estimates of the number of workers in these hotels were 57, 65, 78 and 200 in the budget, one-star, two-star and three star hotels respectively (Hotel Employee Registers, 2012). This population of employees is an appropriate and interesting population to study because quit intentions or turnover of employees significantly influences many aspects of organizations

such as increasing training cost, technical loss and lost of loyal customers due to production stoppages.

### **Sample size**

The sample size was determined by using the ‘determination of sample size through tables’ by Krejcie and Morgan (1970) cited in (Sarantakos, 1993: p 161-163). The formula for the computation of the sample size takes into consideration: chi-square for one (1) degree of freedom, the population size, the population proportion, which is set at 0.50, and the degree of accuracy set at 0.05

$$S = \frac{\chi^2 NP (1-P)}{\partial^2 (N-1)} + \chi^2 P (1-P)$$

N = Population size (400)

P = Population proportion (0.50)

$\partial$  = degree of accuracy/ Margin of error (0.05)

$\chi^2$  = Chi-square for, 1 degree of freedom (3.841)

S = Sample size

Therefore, from Krejcie and Morgan’s sample size determination from the tables, a population of 400 gives a sample size of 196 (Saunders, Lewis, and Thornhill, 2007, pp. 212). After the determination of the sample size, there was the need to select the sample from the entire population.

## Sample and sampling procedure

In all, 196 non-managerial employees were sampled. Management of the various hotels was not included in the study since intentions to quit and turnover is prevalent with staff members. The systematic random sampling technique was used in selecting non-management employees. All the list names of the individual's staffs were written and assigned numbers. The sampling interval was determined by dividing the targeted population by the sample size ( $400/196$ ) which approximately 2. To ensure against possible human biases, the 'systematic sample with a random start' by rule as prescribed by Castillo (2009) was applied. This means the first staff was selected was randomly and after that every 'kth' or '2<sup>nd</sup>' staff was selected. The implication is that after randomly selected the '3<sup>rd</sup>' person on the list, every 2<sup>nd</sup> person was selected (3, 5, 7, 9, 11, 13 ...etc.) until the required number was obtained. This procedure or process was replicated in the hotel until the total 196 sample size was obtained.

Simple proportion was used to compute the number of respondents required from these groups of hotels. For example, hotels with 78 and 200 employees had a simple size of 38 and 98 respectively ( $78/400 \times 196 = 38$ ;  $200/400 \times 196 = 98$ ). This computation was applied to the others. With the help of heads of departments was obtained without difficulty.

The main advantage of using systematic sampling is its simplicity. Again, it guarantees that the population will be evenly sampled. However, the main demerit of the systematic sampling technique is that the process of

selecting the sample can interact with a hidden periodic trait within the population (Babbie, 2001; Castillo, 2009).

### **Data collection instrument**

The main instrument used for the collection of data was a structured questionnaire. According to Sarantakos (1993), the use of questionnaire allows for unbiased information since data given by respondents is with limited interference on the part of the research personnel. Sarantakos (1993) further maintains that this research instrument has reported and established evidence of reliability and validity in researches of this nature. The questionnaire was deemed appropriate because it is widely used for collecting data and according to Kerlinger (1986), if it is properly developed to answer research questions, it is very effective for securing factual information about practices and conditions of which the respondents are presumed to have knowledge.

The questionnaire was divided into nine distinct sections numbered. The first part of the questionnaire sought to ask respondents to provide demographic data such as age, sex, number of years spent in institution and previous or current positions. Thus, the set of questionnaire was structured using the Likert format with a four-point response scale which is a diversion from the origin scale of seven-point. This was done to aid easy analysis of data and to avoid respondents taking a neutral stance. Respondents were required to indicate the extent to which they agreement or disagreement to a statement.

Below are the designated quantifications used in the questionnaire: *1 = Strong disagree; 2 = Disagree; 3 = Agree; and 4 Strong agree.* The questionnaire aimed at measuring the following key independent variables: selection, training, compensation and career planning. Intention to quit was the dependent variable.

### **Pre-testing of the instrument**

To enhance the reliability and validity of the questionnaire, an initial pilot studied was conducted on twenty employees in Rainbow International hotel in Tarkoradi. According to Bell (2005, p. 147), “however pressed for time you are, do your best to give the questionnaire a trial run, as without a trial run, you have no way of knowing whether your questionnaire will succeed”.

A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are expended on large scale studies (Ruxton & Colegrave, 2006).

### **Reliability**

As Best and Khan (1995) describe it, the reliability of an instrument is the degree of consistency that the instrument or procedure demonstrates whatever it is measuring, and does so consistently. In order to ensure the reliability of the instrument, the instrument was pre-tested by administering it to 20 selected workers at random at Rainbow International hotel in Tarkoradi

who gave responses to items in the questionnaire. After which each case was then analyzed to check again for its reliability.

### **Validity**

A questionnaire should have items that are valid, that is, the data-gathering instrument should measure what it is supposed to measure. As such, the content validity of the questionnaire was checked by careful examination. The research instruments were given to supervisors of this dissertation who then used their expertise to validate the content and construct of the questionnaire.

### **Measurement of studied variables**

#### **Selection**

Selection was measured using 4-items. The scale was adapted from Tsaur and Lin (2002) with reliability coefficient alphas of 0.90. Responses to selection items were elicited on a four-point Likert scale ranging from 4 = "*Very strong agreed*" to 1 = "*Very weak agreed*". Example of the item is "My company uses standardized interview methods during employ".

#### **Training**

Training was measured with four-item scale which was adapted from Bartlett's (2001). A sample of the items is "the organization provides me the training I need to do my job". Responses to training items were elicited on a four-point Likert scale ranging from 4 = "*Very strong agreed*" to 1 = "*Very weak agreed*".

### **Compensation**

A four-item scale developed by Price and Mueller (1986) were adapted to measure employee perception of compensation. A sample item is “I’m paid adequately for the job I have”. Responses to compensation items were elicited on a four-point Likert scale ranging from 4 = “*Very strong agreed*” to 1 = “*Very weak agreed*”.

### **Career planning**

Career planning is measured by a four-item scale developed by Price and Mueller (1986). A sample item is “There are plenty of opportunities to advance here”. Responses to career planning items were elicited on a four-point Likert scale ranging from 4 = “*Very strong agreed*” to 1 = “*Very weak agreed*”.

### **Quit intentions**

Quit intentions was measured using four-items adapted from scale developed by (Boshoff and Allen, 2000). The questionnaire had 0.70 Cronbach alpha reliability. An example of the item used is: “I intend to stay in this job”. Responses to quit intention items were elicited on a four-point Likert scale ranging from “4 = *Very strong intend*” to “1 = *Very weak intend*”

### **Data collection procedure**

A questionnaire was used in this study to collect data. Because the selected institutions were easily accessible, copies of the questionnaire were

delivered to respondents by hand. A prior arrangement was made with the head of departments before the administration of the questionnaire. Employees were informed that the purpose of the exercise was to assess their feelings and thoughts on the effect of human resource management practices on quit intentions. Informed consent was obtained from respondents and they were also assured confidentiality of any information they provided.

It was after the briefing that copies of the questionnaire were distributed and left with respondents for two weeks. Respondents were allowed fourteen (14) days to supply the needed information. The total number of questionnaire distributed to only employees were 28 in the budget, 32 in the One-star, 38 in the Two-star and 98 in the Three-star hotels.

Out of the 196, 175 were returned and duly completed. This constitutes 89.28%. There was a high rate of response to the questionnaires.

### **Data analysis**

Data was analysis using measures of central tendencies: the mean, mode and standard deviations, as well as frequencies, and percentages. Also bar chart, pie chart, and histogram were used to give pictorial evidence of the data collected. The mean was used as it is the most stable and most widely used index of central tendency and therefore gives a true representation of the population mean.



The data was presented in tables and figures for clearer understanding (see appendices). The data collected was coded and analyzed using Statistical Products and Service Solutions (SPSS, Version 17 ) software.

Again, because the cross-sectional correlational design was adopted, it is more appropriate to establish the relationship of the independent and dependent variables by conducting correlation analysis.

### **Summary**

This chapter discussed the methodology of the study which was cross-sectional correlational, while the mode of data collection was the use of questionnaire. The targeted population of the study was mainly non-managerial employees of Cape Coast and Elmina hotels. The stratified random sampling technique was used to sample the population. Data was analyzed using measures of central tendencies (means), percentages and correlational analysis to find the relation between the independent variables and the dependent variable. The next chapter would discuss in detail data analysis

## **CHAPTER FOUR**

### **ANALYSIS AND DISCUSSION**

#### **Introduction**

The purpose of the study was to examine employees quit intentions in the hotel industry in Cape Coast and Elmina Municipality. It was intended to identify and analyze human resource management practices that have a relation with employee's intention to quit. This chapter seeks to analysis the data gathered in relation to the objectives of the study. As stated earlier, the approach to the study is a cross-section correlation. Correlation coefficients were used to find the relationship between the independent variables (selection, training, compensation, and career planning) and dependent variable (intention to quit).

#### **Demographic characteristics**

This part of the study describes the demographic characteristics of the employees of Hotels in the Cape Coast and Elmina Municipality, to depict the categories of manpower employed in the various hotels. The analysis includes: age, educational background, and years of experience.

## **Age**

With regard to the ages of employees of the hotels in the Cape Coast and Elmina Municipality, the result revealed that majority 153 (76.5%) and 41 (20.5%) were in the ages of 18 – 30 and 31 – 40 respectively. The cumulative percentage is that 194 (96.5%) of them are young aging between 18 and 40 years. However, 6 (3.0%) of the employees were 50 years and above. The mean age of the survey respondents was 35 years, with the youngest worker being 19 years, whilst the older worker being 51 years. The implication is that hotel managers should motivate their staffs who are young since research has shown that young employees are highly mobile for alternative lucrative jobs (Hellmen, 1997). However, intention to quit and really quitting could be detrimental to organisational performance (Cohen and Golan 2007).

Again, based on the Matching theory, (Henneberger and Souza-Poza, 2007: p. 28) argued that younger employees tend to change their employment more often, since they are experiencing an experimental phase at the beginning of their professional life.

Also, Munasinghe and Sigman (2004, p. 217) examined longitudinal wage data and found that the young, when dissatisfied, are more likely to search for other jobs, whereas older workers were more likely to be “involved in firm specific investments”

## **Educational Background**

In terms of education, the study found that 26 (13.5%) of the respondents had no formal education, while 72 (36.0%) had basic education, 79 (39.5%) had secondary education, 21 (10.5%) had Higher National Diploma, 2 (1.0%) had first degree (See Table 1).

The important of education as a variable of concern is that, research has shown that productivity has a positive correlation with education. And that the level of education has a positive effect on the probability of job mobility since a high education is often associated with better labour-market alternatives (Royalty, 1998).

**Experience (in years)**

Also, the study found that the more of the employees 117 (58.5%) had worked in the hotels from 1 – 2 years, 50 (25.0%) of the respondent had worked between 3 – 5 years, and 33 (16.5%) had worked in the company from 6 – 10 years (See Table 1). The study revealed that it was those in the management positions who usually owners or relatives of management who worked in the hotels for longer periods. The implication is that long period of serve is a pre-requite factor for promotion. Therefore, it can be a motivational factor for employees to stay even though the conditions are not satisfactory (Wood, 1997).

**Table 1: Frequency Distribution of Employee’s Demographic Characteristics**

Employees Characteristics	Frequency	Percentage
<b>Age (in Years)</b>		
18 – 30	153	76.50
31 – 40	41	20.50
41 – 50	6	3.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

**Table 1 (Cont.)**

<b>Educational Level</b>		
No Formal Education	26	13.00
Basic	72	36.00
Secondary	79	39.50
Diploma	21	10.50
First Degree	2	1.00
<b>Total</b>	<b>200</b>	<b>100.00</b>
<b>Experience (in Years)</b>		
1 – 2	117	58.50
3 – 5	50	25.00
6 – 10	33	16.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

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Source: Field Data: (2012)

### **Selection**

This section seeks to analysis the effect of selection on labour turnover at Cape Coast and Elmina Hotels. The result shows that employees had problems with mode of selection. There was low overall mean average ( $\bar{x}$  =1.74; Table 2). The scale at table 2 indicates that the average mean is low. The implication is that, averagely the respondents believe that the selection procedure adopted the various hotels are not ‘scientific’ (it does not follow the required procedure).

In statistics and probability theory, standard deviation (represented by the symbol sigma,  $\sigma$ ) shows how much variation or dispersion exists from the average (mean). A low standard deviation indicates that the data points tend to be very close to the mean; high standard deviation indicates that the data points are spread out over a large range of values (Saunders et al., 2007).

In addition to expressing the variability of a population, standard deviation is commonly used to measure confidence in statistical conclusions (Saunders et al., 2007).

From table 2 the statistics indicates that the standard deviation points to close to the mean, which indicates that the data is not wide spread. The lower the standard of deviation is an indication of its statistical significance. The average standard deviation is ( $\sigma = 0.55$ ) is closer to the mean average ( $\bar{x} = 1.74$ ).

Again, to assess how frequently respondent answered a given question, the mode was calculated. From the result, the most frequent answer was one (1) which an indication that averagely they disagreed to is the items (see table 2).

**Table 2: Selection Procedure of Employees**

Selection category	Mean ( $\bar{x}$ )	SD ( $\sigma$ )	Mode
The selection systems followed in our organization are highly scientific and rigorous.	1.78	0.95	1
Selection system in our organization selects those having the desired knowledge, skills and attitudes.	1.55	0.85	1
Valid and standardized tests are used when required in the selection process.	1.79	0.96	1
During the employment process the company explains both the positive and the negative aspects of the job	1.83	1.10	1
My company uses standardized interview methods during employment	1.74	1.01	1
<b>Overall mean</b>	1.74	0.55	1

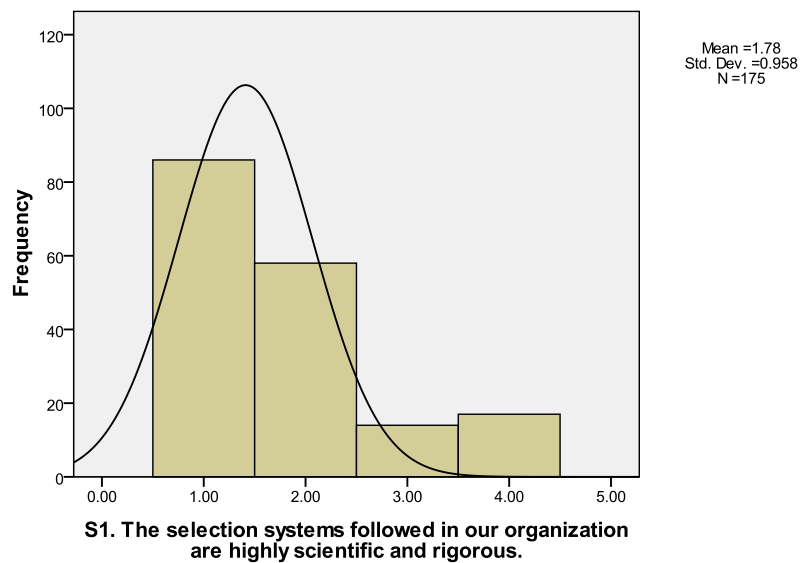
**\*Scale (Mean): 1.0 – 2.0 = Disagree; 2.1 – 2.9 = Agree; 3.0 – 4.0 = Strongly agree (Source: Field data (2012)).**

Furthermore, with regard to the assertion that the selection systems was highly scientific and rigorous, the study indicated cumulatively, majority 144 (82.3%) of the respondents disagreed that the hotels use scientific methods for selection, but 14 (8%) and 17 (8.7%) agreed and strongly agreed to the statement respectively (See appendix 3).

#### Figure 4: Highly Scientific and Rigorous System of Selection

The graph indicates that majority of the respondents do not agree that management of the various hotels uses scientific and rigorous system of selecting new employees.

**S1. The selection systems followed in our organization are highly scientific and rigorous.**



This implies that there may be problems with the mode of selecting qualified applicants into the hotels and contribute to labour turnover when employees perceive the process as based on favouritism and nepotism.

With regard to the question of whether the selection system is geared to selecting individuals with the desired knowledge, skills and attitudes, majority 157(88.6%) disagreed, whiles cumulatively, 20 (11.4%).

Again, out of the 175 respondents, 65 (37.1%) disagreed and 83 (47.4%) strongly disagreed that valid and standardized tests are used when required in



the selection process. However, 20 (11.4%) of the respondents strongly agreed and 7 (4.0%) of the respondents agreed respectively.

Moreover, with regard to the assertion that management explains both the positive and the negative aspects of the job during the selection, cumulatively, 136 (77.7%) of the respondent disagreed to the item, but cumulatively, 39 (22.3%) disagreed (See appendix 3).

Finally, respondent responses to whether management uses standardized interview methods during employment, cumulatively, 144 (82.3%) disagreed, while 31(17.7%) agreed that management uses standardized interview methods.

As suggested by (Huselid, 1995) selection process is important because of not only government regulation, but also the need to stay competitive, attract and keep good employees.

### **Training**

As part of the preliminary analysis, this section seeks to assess the quality of training of employees at the various hotels in the Cape Coast and Elmina Municipality and its implication on labour turnover.

To analysis and discuss the training factor, measures of central tendencies were used. The overall mean average was low ( $\bar{X}=1.73$ ; Table 3). The indication is that, averagely, the respondents do not agreed that management give them the perceived level of training they anticipate. Since the scale of 1.0 – 2.0 represents disagreement (see the scale at table 3).

The mode, which is an indication how frequent the respondents responded to an item, averagely it was one (1) which an indication that they do not believe that there is adequate training schemes for the employees.

The standard deviation also indicates how close the data is to the average mean. As suggested by Saunders et al., (2007), the lower the standard deviation, the more it has statistical significance. Form table 3, the standard deviation ( $\sigma = 0.59$ ) which an indication that the data is close to the mean.

**Table 3: Training of Employees**

<b>Training category</b>	<b>Mean (<math>\bar{x}</math>)</b>	<b>SD (<math>\sigma</math>)</b>	<b>Mode</b>
Our organization conducts extensive training programs for its employees in all aspects of quality.	1.64	0.87	1
New knowledge and skills are imparted to employees periodically to work in teams.	1.85	1.00	1
My hotel management give proper and official courses in preparation of the employees at their job	1.83	1.02	1
There are formal training programs to teach new employees the skills they need to perform their jobs	1.60	0.88	1
In service training is conducted to employees frequently	1.74	1.04	1
<b>Overall mean</b>	<b>1.73</b>	<b>0.59</b>	<b>1</b>

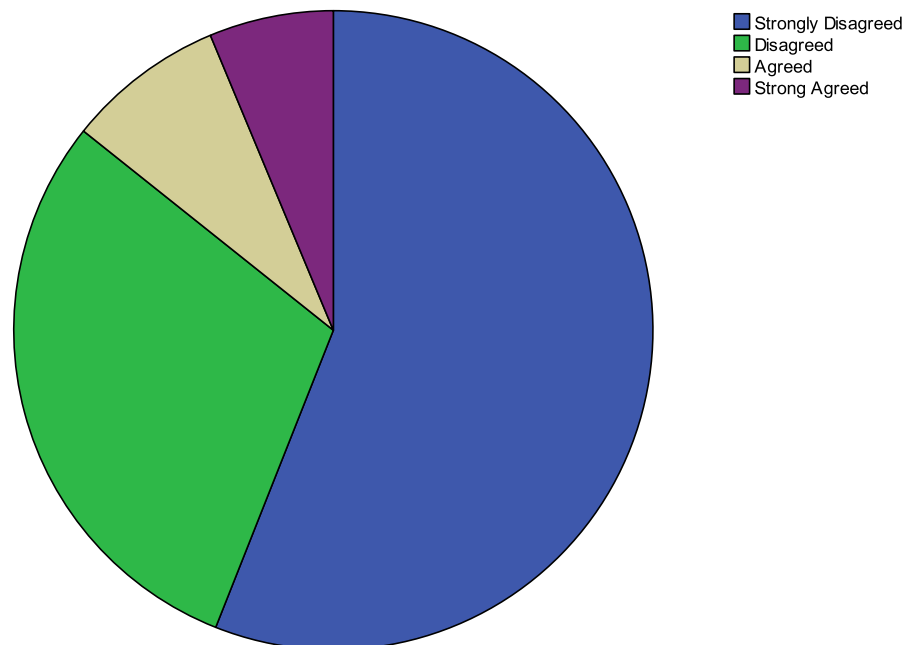
\*Scale (Mean): 1.0 – 2.0 = Disagree; 2.1 – 2.9 = Agree; 3.0 – 4.0 = Strongly agree (Source: Field data (2012)).

With regard to the question that the hotels conducts extensive training programs for its employees in all aspects, 11 (6.3%) of the respondents strongly agreed, 14 (8.0%) agreed, 52 (29.7%) disagreed and 98 (56%) strongly disagreed. The implication is that as many as 150 (85.7%) disagreed that the hotels conduct training in all aspects. The implication is that employees were not satisfied with the level and quality of training at the various hotels.

**Figure 5: Pie Chart showing how extensive of training**

The pie chart below indicates that majority of the respondent; strongly disagreed and disagreed that training is extensive in the various hotels.

**T1. Our organization conducts extensive training programs for its employees in all aspects of quality.**



In addition, majority of the respondents cumulatively 132 (75.4%) disagreed to the assertion that new knowledge and skills are imparted to employees periodically to work in teams. However, 43 (24.6%) disagreed.

Also, with regard to whether management gives proper and official courses to prepare new employees the skills they need to perform their jobs, 90 (51.4%) strongly disagreed, 42 (24%) disagreed, 25 (14.3%) agreed, and 18 (10.3%) strongly agreed (See appendix 4).

Again, as regard to whether there are formal training programs to teach new employees the skills they need to perform their jobs, 108 (61.7%) strongly disagreed, 38 (21.7%) disagreed, 20 (11.4%) agreed and 9 (5.1%) strongly agreed.

Finally, employees responds to the question that in service training is conducted to employees frequently, the responses indicates that 103 (58.9) strongly disagreed, 34 (19.4%), 18 (10.3%) agreed whiles 20 (11.4%) strongly agreed.

Cooke (2000) suggested that training promotes efficiency and effectiveness which enhance not only performance to increase productivity, but help organisations to survive in a competitive environment.

### **Career planning**

This section presents the analysis and discusses on staff in the various hotels with regards to the career planning. The overall mean for career planning was ( $\bar{x}$  =1.91; Table 4). A mean of 1.91 indicates that staff suggests they do not have clearly defined plans for personal advancement (see table 4

scale). The implication is that without any means of career progression, it can trigger staff intention to quit, since individuals have the dream of aspiring to achieve success.

**Table 4: Career Planning of Employees**

The table indicates the various responses to the various items, standard deviation and the mode.

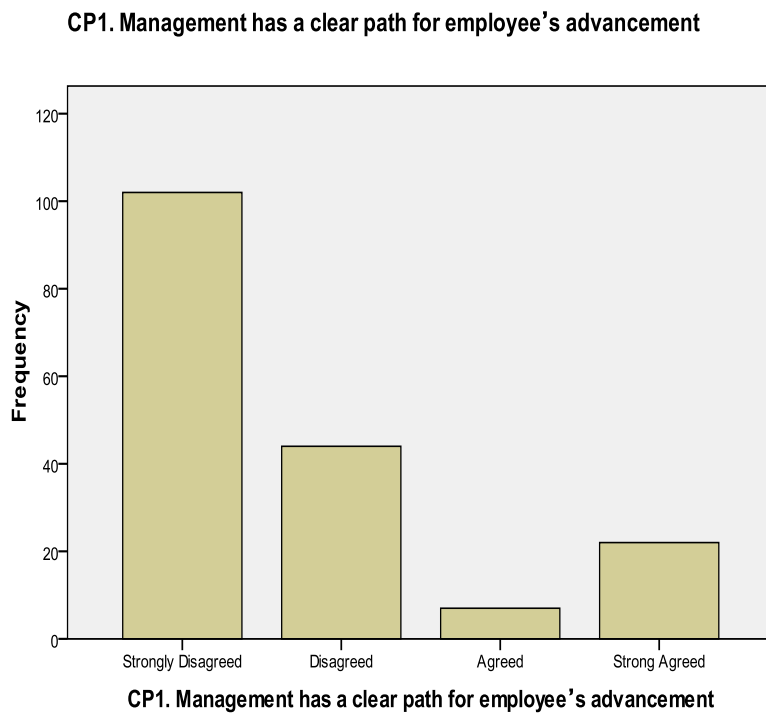
<b>Career Planning</b>	<b>Mean (<math>\bar{x}</math>)</b>	<b>SD (<math>\sigma</math>)</b>	<b>Mode</b>
Management has a clear path for employee's advancement	1.70	1.02	1
I have adequate opportunities to learn and grow	1.71	1.04	1
I get opportunities to handle greater responsibilities.	1.64	0.80	1
My skills and abilities are adequately used at work	1.94	1.18	1
Our organization plans for the career and development of employees.	2.54	1.14	2
<b>Overall mean</b>	<b>1.91</b>	<b>0.55</b>	

**\*Scale (Mean): 1.0 – 2.0 = Disagree; 2.1 – 2.9 = Agree; 3.0 – 4.0 = Strongly agree (Source: Field data (2012)).**

On the issue of staff reaction to clear plans for the career development of employees, 102 (58.3%) and 44 (25.1%) strongly agreed and agreed respectively that the various hotels have plans for their development. However, 7 (4.0%) and 22 (312.6%) disagreed and strongly disagreed respectively, with the assertion that the hotels have career planning agenda for them. This confirms the study of Beach (2003) which suggest that employees retention depends on the aspirations and promotion opportunities, and McCabe & Savery (2007) suggested that limited opportunities for career progression is the may trigger intentions to quit and cause of employees turnover.

**Figure 6: Path of personal advancement**

Figure 3 is pictorial evidence that staffs suggests that they do not have clear path of personal advancement in the various hotels.



Cumulatively 146 (83.4%) suggests that management do not have a clear path for staff personal advancement (see figure 3).

Again, results also indicated that many 104 (59.4%) and 41 (23.4%) strongly disagreed and disagreed respectively that the individuals have adequate opportunities to learn and grow clear career paths. However, cumulatively, 30 (17.1%) out of the total 175 respondents disagreed that there is a clear career path for employees (See appendix 4).

Also, with regard to the notion that employees get opportunities to handle greater responsibilities, cumulatively, 155 (88.6%) disagreed, but 20 (11.5%) agreed, and suggested that they do not the opportunities to handle greater responsibilities.

Furthermore, on the notion of the adequate use of staff skills and abilities, 91 (52%) strongly disagreed, 37 (21.1%) disagreed, while cumulatively, 47 (26.9) agreed that their skills and abilities are utilised at the work place.

### **Compensation**

This section presents the analysis and discusses on staff compensation at Cape Coast and Elimina hotels in the Central Region. The mean for compensation was ( $\bar{x}$  = 1.76; Table 4). A mean of 2.34 implies that averagely, there low compensation scheme for staff at the various hotels (see table 8 scale). The implication is that the overall pay satisfaction at the studied area was very low.

With regards to measurement of dispersion the standard deviation values indicates that the values are close to the mean. From table 4, the

statistics indicates that the standard deviation points to close the mean, which indicates that the data is not wide spread. The average standard deviation is ( $\sigma = 0.61$ ) is closer to the average mean ( $\bar{x} = 1.76$ ) (See table 4).

The mode is useful when the most common item, characteristic or value of a data set is required. The mode was one (1) which means majority of the respondents indicated one (1) as their response, which indicates majority disagreed that there is adequate compensation schemes (see table 4).

**Table 5: Compensation scheme**

Compensation category	Mean ( $\bar{x}$ )	SD ( $\sigma$ )	Mode
In our organization, salary and other benefits are comparable to the market	1.82	0.97	1
I'm paid adequately for the job I have	1.62	0.90	1
Management is extremely fair in personal policies	1.84	0.99	1
Job performance is an important factor in determining the incentive compensation of employees	1.74	1.07	1
The compensation for all employees is directly linked to his/her performance.	1.74	1.01	1
<b>Overall mean</b>	<b>1.76</b>	0.61	1

\*Scale (Mean): 1.0 – 2.0 = Disagree; 2.1 – 2.9 = Agree; 3.0 – 4.0 = Strongly agree (Source: Field data (2012)).

A substantial number of respondents 81 (46.3%) and 62 (35.4%) strongly disagreed and disagreed respectively that salary and other benefits are comparable to the market. However, cumulatively, 32 (18.3%) agreed that

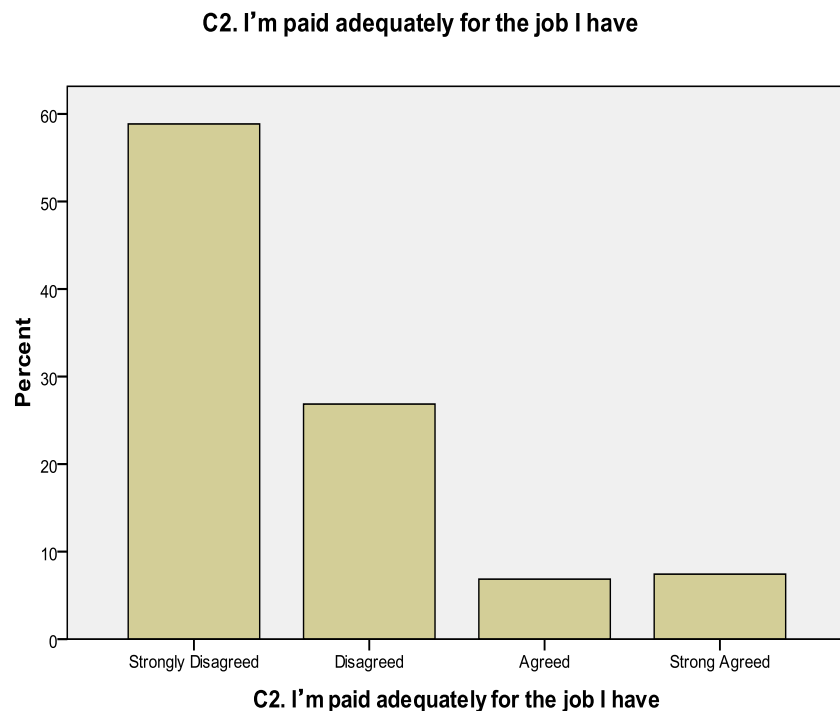


their salary and other benefit is comparable to the market. The implication is that a lot of workers leave their place of work when they feel they are not well compensated for their contribution. The studies of Vaugeois & Rollins (2007) states that salary and other benefits should be comparable to the market so as to cushion workers against economic hardships.

Again, on the notion of whether staffs are paid adequately for the job they do, 103 (58.9%) strongly disagreed, 47 (26.9%) disagreed, but however, 12 (6.9%) agreed and 13 (7.4%) strongly agreed.

**Figure 7: Adequate Pay**

The bar graph below depict clearly that staffs at the various hotels do not agreed that they are adequately paid. Cumulatively 150 respondents out of 175 suggest that they are not paid adequately.



Also, majority 144 (82.3%) cumulatively disagreed that management is extremely fair in personal policies. However, 31 (17.7%) agreed that management is extremely fair in personal policies.

Moreover, on the issue of job performance an important factor in determining the incentive compensation of employees, 104 (59.4%) strongly disagreed, 35 (20.0%) disagreed, but 12 (6.9%) and 24 (13.7%) agreed and strongly agreed respectively.

In addition, majority of the employees cumulatively 139 (79.4%) disagree that job performance is an important factor in determining the incentive compensation of employees. However, 36 (20.6%) agreed.

Again, the results indicate that majority 98 (56%) and 44 (25.1%) strongly agreed and agreed respectively that compensation for all employees is directly linked to their performance, while 13 (7.4%) disagreed and 20 (11.4%) strongly disagreed and believe that compensation is not based on performance (See appendix 5).

### **Intention to Quit**

The average mean of quit intention was ( $\bar{x}=3.05$ ; Table 5), which implies that there is high rate of staff intention to quit if there is any favourable opportunity. From table 5 a, scale of 3.0 – 4 is an indication that staff intention to quit is very high. The reality of intention to quit is manifestation of labour turnover with its associated repercussion of lost of profit, customers, production stoppages, and cost of depreciation and so on.

To measure how the data is dispersing from the mean, standard deviation was computed. The average standard deviation value ( $\sigma = 0.59$ ). As suggested by Saunders et al., (2007), a lower standard deviation has a good statistical significance. Also, a lower value is an indication that the data is close to the mean.

Again, the mode, which measures the frequency of a response, was computed. The result indicates the modal class was 4. From the scale provided at table 5, 3 – 4 is a scale of highly intention to quit. Therefore, the implication is that if the opportunity avails itself, employees will leave.

**Table 6: Employees Intentions to Quit**

Quit Intention Category	Mean ( $\bar{x}$ )	SD ( $\sigma$ )	Mode
I often think of leaving my job	3.04	1.10	4
I will not loose much if I were to leave this job	2.97	1.04	4
I often think about quitting and if I could get better condition of service elsewhere.	3.06	0.98	4
I am actively seeking an alternative job.	3.17	1.01	4
It is highly possible that I will be looking for a new job elsewhere	3.00	1.08	4
<b>Overall mean</b>	<b>3.05</b>	<b>0.59</b>	<b>4</b>

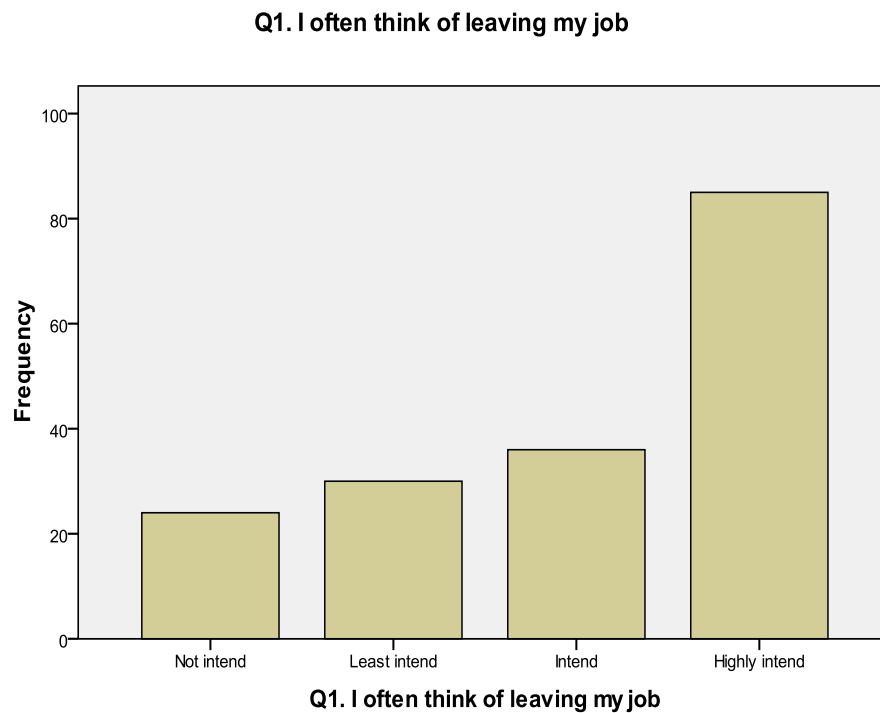
**\*Scale (Mean): 1.0 – 2.0 = No intention to quit; 2.1 – 2.9 = Least intent; 3.0 – 4.0 = Highly Intent (Source: Field data (2012)).**

Again, with regards to the question how often they the staff think about quitting and if they can get better condition of service elsewhere, 76 (43.4%) had high intention to quit in the next one year, 48 (27.4%) had very intention

to quit the school in the next one year, while cumulatively, 51 (29.1%) suggested that they do not have the intention to quit in the next one year.

**Figure 8: How often staff wants quit**

The bar graph below clearly shows that the employees often have high intention to leave, since cumulatively 121 (69.2%). But 54 (30.8%) from the graph have no intention to quit immediately. Vandenberghe and Tremblay (2008) found out that, overall pay satisfaction correlated more strongly with intentions to quit than any component of job satisfaction. Therefore those who perceive their salaries to be low are more likely to quit.



Also, staff of the hotel suggests that they will not lose much if they were to leave their job since majority 126 (72%) of them agreed. However, 49 (28%) disagreed. The implication is that majority will wish to leave their jobs.

On the assertion of how often the employees think about quitting and if they could get better condition of service elsewhere, cumulatively 124 (70.8%) had the intention to quit their current job, but cumulatively, 51 (29.1%) suggested that they had least intention to quit their job.

Finally, majority 118 (67.4%) of the respondents suggests that they were it is highly possible for them to look for a new job elsewhere. However, 57 (32.6%) of them suggest that they have no intention to look for new job wlsewhere.

### **Correlation Analysis**

The research design adopted for this study was cross-section correlation. It is meant to establish the relationship between the dependent variable (quit intention) and the independent variables (selection, training, career planning, and compensation).

This section seeks to find out the relationships that exist between the variables studied. According to Pallant (2001) correlation values are interpretation as: strong, positive and negative relationships.

The result indicates that there is a negative relationship between quit intention and training with correlation (rho) coefficient of (-.03). The implication is that any time employees perceive that there is lack of training, it trigger their intention to quit.

Again, using Cohen (1988) suggested interpretation of correlation results as:  $\pm 0.10 - 0.29$  as small,  $\pm 0.30 - 0.49$  as medium, and  $\pm 0.50 - 1$  as large, the relationship between quit intention and training (-.03) was small.

The implication is that lack of training has an amount of impact on employees quit intention.

Again, the studied found a negative relationship between quit intention and compensation with the correlation (rho) coefficient of (-.04). The implication is that any time employees perceive that they inadequate compensation (financial and non-financial), it has a negative effect on the perception to quit.

Again, there was a positive relationship between quit intention and selection with the correlation (rho) coefficient of (0.11). The implication is that, even though management can put measures to enhance proper selection procedure, employees can still quit their jobs. But the using Cohen interpretation, the impact will be minimal, since the correlation coefficient is small (see table 6).

**Table 7: Nonparametric Spearman's Correlation (rho) Analysis**

	Selection	Training	Compen sation	Career Planning	Quit
Selection	-				
Training	-.04	-			
Compensation	-.25**	-.02	-		
Career Planning	.23**	-.00	-.36	-	
Quit Intentions	.11	-.03	-.04	.14	-

\*Correlation is significant at the 0.05 level (1 – tailed) and \*\*Correlation is significant at the 0.01 level (1 – tailed).

Source: Field Data (2012).

The results showed that the best factors that influence employees at the various hotels to develop quit intention mainly are: lack of training and inadequate compensation package.

These findings point to the fact that management should provide training regularly to the employee intermittently and provide employees adequate pay and other compensation packages to boost employee morale to stay. However, once the other studied variables had relationships among themselves, management should take all into consideration to achieve the best from employees.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

This chapter highlights the major findings of the survey, its conclusions and implications as well as the recommendations. The purpose of this study was to identify and analyze human resource management practices that would trigger employee's intentions to quit in the hotel industry in Cape Coast and Elmina Municipality.

The survey was conducted at Cape Coast and Elmina Municipality in the Central Region. The main instrument used for data collection was structured questionnaire. It was made up of 25-items, designed on the Likert scale type, and 4-items were used to gather information on respondent's demographic characteristics. The questionnaire was divided into 3 main parts (Part 1: Independent Variables, and Part 2: Dependent Variables Part 3: Demographic data) (See Appendix 1).



The data collected was analysed quantitatively using the Statistical Product for Service Solutions (SPSS Version 17). Correlational analysis was conducted, to establish the relationships between the studied dependent variable and independent variables. A measure of central tendencies especially mean, mode and standard deviation were used to analyse employee's responses to the data. Frequency tables, bar chart, histogram and pie chart were used to give pictorial evidence and to give simple understanding of the data analysed.

### **Summary of findings**

Employees quit intention and manifesting itself into labour turnover has been a hindrance to the progress of organizations in hospitality industry. It has become necessary to find the basic causes of employee's intentions to quit in the Cape Coast and Elmina municipality, hence the adoption of correlation analysis to determine the independent factors that have relationship with the dependent variable in the hotel industry.

### ***Demographic Characteristics***

Majority of the employees at the various hotels in the Cape Coast and Elmina Municipality were relatively young since the cumulative percentage suggests that 194 (96.5%) of them are young aging between 18 and 40 years. However, 6 (3.0%) of the employees were 50 years and above.

The educational backgrounds of most of the respondents were relatively low, since a cumulative percentage of 98 (49.5%) had no formal

education or had just basic education, 79 (39.5%) had secondary education, 21 (10.5%) had Higher National Diploma, 2 (1.0%) had first degree.

Also, the study revealed that more of the employees 117 (58.5%) had worked in the hotels from 1 – 2 years, 50 (25.0%) of the respondent had worked between 3 – 5 years, and 33 (16.5%) had worked in the company from 6 – 10 years.

### **Main factors that affect employee's intentions to quit**

The result indicates that there was a negative relationship between two independent variables: training and compensation, and intention to quit (dependent variable). The implication is that any time employees perceive that training is lacking and compensation package to be unsatisfactory, it trigger their intention to quit.

### **Conclusions**

From the above discussions on the independent variables (selection, training, career planning, and compensation) it is clear that, training and compensation were the main factors that can induce quit intentions. However, training and compensation alone may not be enough and therefore all the other factors or variables should be taken into consideration whenever management wants to curb staff intention to quit in the hotel industry.

### **Recommendations**

The answer to minimize employee's intentions to quit may lie in high-performance HRM theory, effective talent management, and organisations

commitment to mitigate this problem. An integrated HR strategy combining resource (e.g. staffing levels, training, mobility and security) and control-based HR practices (e.g. appraisals, rewards, job design and participation) can affect turnover and productivity through creating a quality employment relationship

Base on the findings, the following recommendations are made:

1. Compensation boost employees morale and loyalty; therefore management should institute measures to provide adequate motivation in form of prompt payment of salary, allowances, and rewards to hardworking employees.
2. Regular training in the form of in-service training, opportunities for career training should be implemented. This will boost their competency and basic skills
3. The top management should provide fullest possible support (financial as well as moral) to the HR department in designing and implementing the HRM practices.

### **Directions for further studies**

The result of the study suggests that lack of compensation and career planning are very critical as well as selection, employee's participation decision making, and training. Compensation and career planning accounted for 61% of the factors that influence turnover in the hotels in Cape Coast and Elmina Municipality. This presupposes that there are other factors which can also influence turnover but were not included in this study. Further studies to

establish some of these factors will contribute to the reduction, if not the total elimination of employee's turnover in Cape Coast and Elimina Municipality.

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## APPENDICES

### APPENDICES 1: QUESTIONNAIRE

**Dear Respondent,**

I am researching on the topic ‘**the effective of human resource management practices on intentions to quit: A study of Cape Coast and Elmina Hotels**’.

To measure the degree of correlation between the employees quit intentions and the Human Resource Management Practices at Cape Coast and Elmina Hotels, this questionnaire has been developed to seek your view on HRM practices and quit intention because of your expertise and practical experience at your work place. I believe that your fair and expert feedback will make this study a very successful one.

Your confidentiality and anonymity is assured. I would return in two weeks time to collect the answered questionnaire. However, I would remind you intermittently.

Please tick (✓) the option to indicate the extent to which you agree with the statement. Use the scale below as a guide.

④ <b>Strongly Agree</b>	③ <b>Agree</b>	② <b>Disagree</b>	① <b>Strong Disagree</b>
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**PART I: INDEPENDENT VARIABLES (HRM PRACTICES)**

**SELECTION**

	<b>Selection is the act of hiring qualified personnel to help an organization accomplish its objective.</b>	1	2	3	4
1	The selection systems followed in our organization are highly scientific and rigorous.				
2	Selection system in our organization selects those having the desired knowledge, skills and attitudes.				
3	Valid and standardized tests are used when required in the selection process.				
4	During the employment process the company explains both the positive and the negative aspects of the job				
5	My company uses standardized interview methods during employment				

**TRAINING**

	<b>Training is management activity that seeks to enhance employee's skills and knowledge of the organisational activity.</b>	1	2	3	4
6	Our organization conducts extensive training programs for its employees in all aspects of quality.				
7	New knowledge and skills are imparted to employees periodically to work in teams.				
8	My hotel management give proper and official courses in preparation of the employees at their job				
9	There are formal training programs to teach new				

	employees the skills they need to perform their jobs				
10	In service training is conducted to employees frequently				

### COMPENSATION

	<b>It is an organizational mechanism of motivating employees in terms of financial benefits</b>	1	2	3	4
11	In our organization, salary and other benefits are comparable to the market				
12	I'm paid adequately for the job I have				
13	Management is extremely fair in personal policies				
14	Job performance is an important factor in determining the incentive compensation of employees				
15	The compensation for all employees is directly linked to his/her performance.				

### CAREER PLANNING

	<b>It is organisational policies that ensure personnel advancement or development of employees to ensure commitment and loyalty.</b>	1	2	3	4
16	Management has a clear path for employee's advancement				
17	I have adequate opportunities to learn and grow				
18	I get opportunities to handle greater responsibilities.				
19	My skills and abilities are adequately used at work				
20	Our organization plans for the career and development of employees.				

**PART II: DEPENDENT VARIABLE: INTENTION TO QUIT**

Please indicate your answer with a circle.

*1 = No Intend; 2 = Least Intend; 3= Intend; 4= Highly intend*

	<b>It is a conscious and deliberate willfulness to leave the organization.</b>	1	2	3	4
21	I often think of leaving my job				
22	I will not loose much if I were to leave this job				
23	I often think about quitting and if I could get better condition of service elsewhere.				
24	I am actively seeking an alternative job.				
25	It is highly possible that I will be looking for a new job elsewhere				

**PART III: DEMOGRAPHIC DATA**

**Instructions:** Please tick (√) or write where appropriate

21. **GENDER/SEX** Male [ ] Female [ ]

22. **AGE:**a. 18 - 30 [ ] b. 31 - 40 c. 41 - 50 [ ] d. 50 - 60+ [ ]

23. **EDUCATIONAL LEVEL:**

a. No Formal Education [ ]

b. Basic [ ]

c. Secondary [ ]

d. Diploma/Teachers' Certificate 'A' [ ]



- e. Professional Certificate [ ]
- f. 1<sup>st</sup> Degree/Masters/PHD [ ]

24. What is your work experience or number of years employed in this company.....

Your contribution has been of immense help to the study. Thank you very much.

**APPENDIX 2:**

**INTRODUCTORY LETTER**

**UNIVERSITY OF CAPE COAST**

**CAPE COAST, GHANA**

**SCHOOL OF BUSINESS**

**DEPARTMENT OF MANAGEMENT STUDIES**

Dear Sir/Madam,

**INTRODUCTORY LETTER**

The bearer of this letter, Mr. Edmund Blay Nyankey, is an MBA (Human Resource Management) student of the School of Business. He is writing his dissertation on “the effect of human resource management practices on staff intention to quit: a study of Cape Coast and Elimina hotels.”

We would be grateful if you could assist him with the filling of the questionnaires and any other information that he may need to complete his work. We appreciate your co-operation.

Yours faithfully,

**Signed**

Rosemond Boohene (Mrs.) PhD

**HEAD**

**APPENDIX 3:**

**FREQUENCY DISTRIBUTION OF RESPONSES TO SELECTION FACTORS**

<b>Selection Factors</b>	<b>Response</b>	<b>Freq.</b>	<b>Per (%)</b>	<b>CF</b>
The selection systems followed in our organization are highly scientific and rigorous.	Strongly Disagreed	86	49.1	49.1
	Disagree	58	33.1	82.3
	Agreed	14	8.0	90.3
	Strong Agreed	17	8.7	100
	<b>Total</b>	175	100	
Selection system in our organization selects those having the desired knowledge, skills and attitudes.	Strongly Disagreed	109	62.3	62.3
	Disagree	48	26.3	88.6
	Agreed	9	5.1	93.7
	Strong Agreed	11	6.3	100
	<b>Total</b>	175	100	
Valid and standardized tests are used when required in the selection process.	Strongly Disagreed	83	47.4	47.4
	Disagree	65	37.1	84.6
	Agree	7	4.0	88.6
	Strong Agreed	20	11.4	100
	<b>Total</b>	175	100	
During the employment process the company explains both the positive and the negative aspects of the job	Strongly Disagreed	96	54.9	54.9
	Disagree	40	22.9	77.7
	Agreed	11	6.3	84.0
	Strong Agreed	28	16	100
	<b>Total</b>	175	100	
My company uses standardized interview methods during employment	Strongly Disagreed	96	54.9	54.9
	Disagree	48	27.4	82.3
	Agree	10	5.7	88.0

	Strong Agreed	21	12.0	100
	<b>Total</b>	175	100	

#### APPENDIX 4:

#### FREQUENCY DISTRIBUTION OF RESPONSES TO TRAINING FACTORS

Training Factors	Response	Freq.	Per (%)	CF
Our organization conducts extensive training programs for its employees in all aspects of quality.	Strongly Disagreed	98	56.0	56.0
	Disagree	52	29.7	85.7
	Agree	14	8.0	93.7
	Strong Agreed	11	6.3	100
	<b>Total</b>	175	100	
New knowledge and skills are imparted to employees periodically to work in teams.	Strongly Disagreed	85	48.6	48.6
	Disagree	47	26.9	75.4
	Agree	26	14.9	90.3
	Strong Agreed	17	9.7	100
	<b>Total</b>	175	100	
My hotel management give proper and official courses in preparation of the employees at their job	Strongly Disagreed	90	51.4	51.4
	Disagree	42	24	75.4
	Agree	25	14.3	89.7
	Strong Agreed	18	10.3	100
	<b>Total</b>	175	100	
There are formal training programs to teach new employees the skills they need to perform their jobs	Strongly Disagreed	108	61.7	61.7
	Disagree	38	21.7	83.4
	Agree	20	11.4	94.9
	Strong Agreed	9	5.1	100.0
	<b>Total</b>	175	100	

In service training is conducted to employees frequently	Strongly Disagreed	103	58.9	58.9
	Disagree	34	19.4	78.3
	Agree	18	10.3	88.6
	Strong Agreed	20	11.4	100.0
	<b>Total</b>	175	100	

#### APPENDIX 5:

#### FREQUENCY DISTRIBUTION OF RESPONSES TO COMPENSATION FACTORS

Compensation Factors	Response	Freq.	Per (%)	C. F.
In our organization, salary and other benefits are comparable to the market	Strongly Disagreed	81	46.3	46.3
	Disagree	62	35.4	81.7
	Agree	13	7.4	89.1
	Strong Agreed	19	10.9	100.0
	<b>Total</b>	175	100	
I'm paid adequately for the job I have	Strongly Disagreed	103	58.9	58.9
	Disagree	47	26.9	85.7
	Agree	12	6.9	92.6
	Strong Agreed	13	7.4	100.0
	<b>Total</b>	175	100	
Management is extremely fair in personal policies	Strongly Disagreed	81	46.3	46.3
	Disagree	63	36.0	82.3
	Agree	9	5.1	87.4
	Strong Agreed	22	12.6	100.0
	<b>Total</b>	175	100	
Job performance is an important factor in determining the incentive compensation of employees	Strongly Disagreed	104	59.4	59.4
	Disagree	35	20.0	79.4
	Agree	12	6.9	86.3
	Strong Agreed	24	13.7	100.0
	<b>Total</b>	175	100	
The compensation for all employees is directly linked to his/her performance.	Strongly Disagreed	98	56	56.0
	Disagree	44	25.1	81.1
	Agree	13	7.4	88.6
	Strong Agreed	20	11.4	100.0
	<b>Total</b>	175	100	

	<b>Total</b>	175	100	
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### APPENDIX 6:

#### FREQUENCY DISTRIBUTION OF RESPONSES TO CAREER PLANNING FACTORS

<b>Career Planning Factors</b>	<b>Response</b>	<b>Freq.</b>	<b>Per (%)</b>	<b>C.F.</b>
Management has a clear path for employee's advancement	Strongly Disagreed	102	58.3	58.3
	Disagree	44	25.1	83.4
	Agree	7	4.0	87.4
	Strong Agreed	22	12.6	100.0
	<b>Total</b>	175	100	
I have adequate opportunities to learn and grow	Strongly Disagreed	104	59.4	59.4
	Disagree	41	23.4	82.9
	Agree	6	3.4	86.3
	Strong Agreed	24	13.7	100.0
	<b>Total</b>	175	100	
I get opportunities to handle greater responsibilities.	Strongly Disagreed	90	51.4	51.4
	Disagree	65	37.4	88.6
	Agree	12	6.9	95.4
	Strong Agreed	8	4.6	100.0
	<b>Total</b>	175	100	
My skills and abilities are adequately used at work	Strongly Disagreed	91	52	52.0
	Disagree	37	21.1	73.1
	Agree	12	6.9	80.0
	Strong Agreed	35	20.0	100.0
	<b>Total</b>	175	100	
Our organization plans for the career and development of employees.	Strongly Disagreed	32	18.3	18.3
	Disagree	76	43.4	61.7
	Agree	7	4.0	65.7
	Strong Agreed	60	34.3	100.0
	<b>Total</b>	175	100	

**APPENDIX 7:**

**FREQUENCY DISTRIBUTION OF RESPONSES TO QUIT INTENTION**

<b>Intention to quit Factors</b>	<b>Response</b>	<b>Freq.</b>	<b>Per. (%)</b>	<b>CF</b>
I often think of leaving my job	No Intend	24	13.7	13.7
	Least Intend	30	17.1	30.9
	Intend	36	20.6	51.4
	Highly intend	85	48.6	100.0
	<b>Total</b>	175	100	
I will not loose much if I were to leave this job	No Intend	24	13.7	13.7
	Least Intend	25	14.3	28.0
	Intend	58	33.1	61.1
	Highly intend	68	38.9	100.0
	<b>Total</b>	175	100	
I often think about quitting and if I could get better condition of service elsewhere.	No Intend	14	8.0	8.0
	Least Intend	37	21.1	29.1
	Intend	48	27.4	56.6
	Highly intend	76	43.4	100.0
	<b>Total</b>	175	100	
I am actively seeking an alternative job.	No Intend	20	11.4	11.4
	Least Intend	17	9.7	21.1
	Intend	51	29.1	50.3
	Highly intend	87	49.7	100.0
	<b>Total</b>	175	100	
It is highly possible that I will be looking for a new job elsewhere	No Intend	22	12.6	12.6
	Least Intend	35	20.0	32.6
	Intend	38	21.7	54.3
	Highly intend	80	45.7	100.0
	<b>Total</b>	175	100	



## RE-SUBMISSION OF DISSERTATION

**TOPIC: ‘the effective of human resource management practices on intentions to quit: A study of Cape Coast and Elmina Hotels’**

**BY**

**EDMOND BLAY NYANKEY**

### FISRT ASSESSOR’S COMMENTS AND REACTIONS

1. The phrase ‘Preliminary analysis/ at pp. 51 should be deleted	1. It has been deleted
2. The implications of demographic characteristics on turnover	2. The emphasis is on quit intention but turnover. Research works as regards to the implication of the demographic factors have been cited to demonstrate their implication to management.
3. Make sure every single author cited in the text is on the reference list using APA format.	3. All references cited are on the reference list and the APA format has been used.
4. Be consistent with font size	4. Sometime the font size is change just to make the tables look presentable, especially with the appendices.
5. Do elaborate editing	5. Extensive editing has been done. And petty mistakes have been corrected.



## RE-SUBMISSION OF DISSERTATION

**TOPIC: ‘the effective of human resource management practices on intentions to quit: A study of Cape Coast and Elmina Hotels’**

**BY**

EDMOND BLAY NYANKEY

### SECOND ASSESSOR’S COMMENTS AND REACTIONS

1. Rework on the abstract	1. Corrections have been made as suggested on the abstract
2. Do not number at the abstract page	2.The numbering has been deleted
3. Edit table of content to suit UCC style	3.The table of content has been edited to suit UCC style.
<p><b>4. Introduction</b></p> <p>i. Edit pages 1 and 3</p> <p>ii. Reduce background information to maximum of three pages.</p> <p>iii. Problem statement is repetitive</p> <p>iv. Delete purpose of the study</p> <p>v. Rephrase objectives (a( and (c) and delete (a)</p> <p>vi. Align research objectives into research questions</p> <p>vii. The write up should in reported speech</p> <p>viii. Significance should indicate contributions to theory, knowledge and policy.</p> <p>ix. State why some hotels were excluded</p>	<p>i. Pages 1 and 3 have been edited</p> <p>ii. The background information has been reduced to three pages</p> <p>iii. It has been edited</p> <p>iv. Purpose of the study has been deleted.</p> <p>v. Objective rephrase and (c) deleted</p> <p>vi. The questions are in line with the objectives</p> <p>vii. The write is in reported speech</p> <p>viii. The significance indicates the contribution to theory, knowledge and policy.</p> <p>ix. The scope of the study on hotels</p> <p>x. Which have been licensed and have good record keeping and have</p>

	competent personnel offices.
<p><b>5. Literature review</b></p> <p>i. Literature should re-organised. What is the theoretical underpinning</p> <p>ii. Define concepts and provide conceptual framework that contains your variables</p> <p>iii. Conclude with your research gap</p>	<p>i. The theoretical underpinning is ‘organisational justice’ in relation to staff quit intentions. The effect of fairness in terms of HRM Practices.</p> <p>ii. Concepts have been defined and conceptual framework has been drawn depicting studied variables</p> <p>iii. It is the lack of comprehensive literature on the subject matter that elicits the study. Critical analysis have included where necessary.</p>
<p><b>6. Research Methodology</b></p> <p>i. Provide the source of the accessible population</p> <p>ii. Avoid the use of the word ‘researcher’</p> <p>iii. The bases of selecting 180 non-managerial and 20 managerial was not justified</p> <p>iv. The selection procedure should be re-worked. What is the population and sample size</p>	<p>i. The accessible population was obtained the hotel staff register</p> <p>ii. The word ‘researcher’ has been deleted from the presentation</p> <p>iii. The targeted population is the employees and managers have been excluded since literature and observation point out that it is the employees who usually have the intentions to quit.</p> <p>iv. The selection procedure has been re-worked using systematic sampling technique. The population was 400 and Krejcie and Morgan’s sample size determination formulation was used</p>

	to compute the sample size which is 196.
<p><b>7. Analysis and Discussions</b></p> <p>i. The results have not been suitably discussed</p> <p>ii. The intuitions behind the figures should be explained</p> <p>iii. Commitment is not the same as turnover. The regression analysis and thorough discussion of figures on table 4</p>	<p>i. The result have been thoroughly discussed</p> <p>ii. The intuitions have been explained</p> <p>iii. Literature on commitment has been deleted and analysis was based on correlation but not regression, but the intension is to find the relations between the study variables.</p>
<p><b>8. Summary, Conclusion and recommendations</b></p> <p>i. The summary base on analysis and prone to changes based on corrections</p> <p>ii. Recommendation should be based of findings</p> <p>9. References should be APA 6<sup>th</sup> edition</p> <p>10. General comments: HRM Practices and turnover, however, data collected was on commitment</p>	<p>i. A fresh summary has been stated</p> <p>ii. Recommendations were based on findings</p> <p>9. Referencing was based on APA style</p> <p>10. Topic has been changed from HRM Practices and turnover, to HRM Practices and its effect on employees intentions to quit</p>